

BHARATHIAR UNIVERSITY: COIMBATORE 46
M.B.A (Master of Business Administration)
UNIVERSITY DEPARTMENT

(For the students admitted from the academic year 2017-18 onwards)

M.B.A. REGULATIONS (FULL-TIME)

The Programme: M.B.A. Programme will consist of 15 Core subjects, 8 Elective subjects and 1 Project work. Minimum strength for each elective course will be 20% of the total strength of the students and their performance in the relevant core subject.

Duration: Full Time MBA Programme consists of 4 semesters in 2 Academic years.

Eligibility for admission: A Pass in any degree and rank position in TANCET.

Attendance: Course (Subject) wise attendance will be insisted. Minimum 75% of attendance in each course is made compulsory. Shortage of attendance up to 10% may be condoned by the competent authority.

Course Continuation: Students who have secured the required attendance as stated in para 4, will be permitted to proceed to the succeeding semester. Those who fail to secure the required attendance shall seek readmission into the same semester during the following year.

Course completion: Full Time students shall complete the programme within a period not exceeding 5 years from the date of admission.

Continuous Internal Assessment: The performance of students in each subject will be continuously assessed by the respective teachers as per the guidelines. The consolidated internal mark list would be sent to the University by the Director.

University Examination: University Examination will be held at the end of the each semester for a duration of 3 hours for each subject.

Passing minimum: There is no passing minimum for Internal Assessment component. The passing minimum for the University Examination is 50% (i.e. 38 out of 75 marks). The overall passing minimum should be 50% (i.e. 50 out of 100 marks) including the Internal Assessment.

Improvement of Internal Assessment performance: The student may be permitted to improve the internal assessment performance in any subject by getting “readmission” into the course after completing the programme in such subject(s).

Classification: Classification of marks will be as follows:

75% of marks and above - Ist class with “DISTINCTION” provided the student passes all the papers in First attempt.

60% & above but below 75% - Ist class

50% & above but below 60% - IInd class

Award of Degree: Students who successfully complete the programme within the stipulated period will be awarded the Degree of Master of Business Administration.

Rank Certificate: Students who come within the first 10 rank in the university examination will be issued rank certificate on application and payment of fees. Rank Certificates will be issued to the students who pass all subjects in one attempt.

Summer Project: Full time students will do a Project work for not less than 8 weeks at the end of the IInd semester. Thereafter, the students will appear for a viva-voce examination conducted by the faculty guides and an External Examiner. Those who are unsuccessful need to redo the project after completing IV semester.

Pattern of question paper: The pattern will be as follows:

QUESTION PAPER PATTERN

Time: 3 Hours

Maximum: 75 Marks

Part – A (5 * 6 = 30 Marks)

Answer all Questions

(a)

(or)

(b)

5. (a)

(or)

(b)

Part –B (3 * 10 = 30 Marks)

Answer any Three Questions

6.

7.

8.

9.

10.

Part - C (1 * 15 = 15 Marks)

(Compulsory)

CASE:

M.B.A. (Master of Business Administration)
(For students admitted from the academic year 2017-18& onwards)
SCHEME OF EXAMINATIONS : CBCS Pattern

Course Title	Ins.hrs/ week	Examinations				Credits
		Dur.Hrs	CIA	Marks	Total	
SEMESTER – I						
1.1 Management Principles and Practice	3	3	25	75	100	4
1.2 Organizational Behaviour	3	3	25	75	100	4
1.3 Managerial Economics	3	3	25	75	100	4
1.4 Financial Statement Analysis	3	3	25	75	100	4
1.5 Quantitative Methods for Management	3	3	25	75	100	4
1.6 Corporate Communication	3	3	25	75	100	4
1.7. Computer Applications in Management - Practical*	-	-	-	-	-	-
SEMESTER –II						
2.1. Operations Management	3	3	25	75	100	4
2.2. Marketing Management	3	3	25	75	100	4
2.3. Financial Management	3	3	25	75	100	4
2.4. Human Resource Management	3	3	25	75	100	4
2.5. Quantitative Techniques	3	3	25	75	100	4
2.6. Research Methods for Management	3	3	25	75	100	4
2.7. Computer Applications in Management * - Practical	3	3	40	60	100	4
SEMESTER – III						
3.1. Business Ethics and Global business Environment	3	3	25	75	100	4
3.2 Management Information System	3	3	25	75	100	4
3.3. Elective	3	3	25	75	100	4
3.4. Elective	3	3	25	75	100	4
3.5. Elective	3	3	25	75	100	4
3.6. Elective	3	3	25	75	100	4
3.7. Summer Placement Project Report & Viva-Voce	-	-	20	80	100	4
SEMESTER – IV						
4.1. Strategic Management : Indian & Global Context	3	3	25	75	100	4
4.2. Elective	3	3	25	75	100	4
4.3. Elective	3	3	25	75	100	4
4.4. Elective	3	3	25	75	100	4
4.5. Elective	3	3	25	75	100	4
TOTAL	-	-	-	-	2500	100

* The course will be taught during I and II semester.

ELECTIVES FOR III SEMESTER:
(Students can choose any four of the following):

A. MARKETING

1. Integrated Marketing Communication
2. Consumer Behaviour
3. Retail Management
4. Customer Relationship Management
5. Social Marketing

B. HUMAN RESOURCE

6. Performance Management System
7. Managing Interpersonal Effectiveness

C. FINANCE

8. Financial Services
9. Equity Research & Portfolio Management
10. Insurance Management

D. SYSTEM

11. Business Analytics
12. Information Security

E. PRODUCTION

13. Advanced Production Management
14. Integrated Materials Management

F. GENERAL

15. Cross Cultural Management
16. Innovation Management
17. Intellectual Property Rights
18. Business Plan and Entrepreneurial Ventures

ELECTIVES FOR IV SEMESTER:

(Students can choose any four of the following):

A. MARKETING

1. Services Marketing
2. Brand Management
3. Social Media Marketing
4. Customer Experience Management

B. HUMAN RESOURCE

5. Organizational Development
6. Industrial Relations and Labour Laws (Legislations)
7. Talent Management

C. FINANCE

8. International Financial Management
9. Cost Management
10. Derivatives Management

D. SYSTEM

11. E- Marketing

E. PRODUCTION

12. Total Quality Management
13. Supply Chain Management
14. Business Process Re-engineering

F. GENERAL

15. Disaster Management
16. Entrepreneur Development

1.1 MANAGEMENT PRINCIPLES AND PRACTICE

Subject Description :

This course presents the Principles of Management, emphasizing managerial functions, explaining internal management of organizations and behavioural concepts as applied to practical management problems.

Goals:

To enable the students to learn the basic functions, principles and concepts of management.

Objectives:

On successful completion of the course the students should have:

Understood management functions and principles,
learnt the scientific decision making process, problem solving techniques and the modern trends in management processes.

Unit I

Management: Science, Theory and Practice - The Evolution of Management Thought and the Patterns of Management Analysis - Management and Society : The External Environment, Social Responsibility and Ethics - Global and Comparative Management - The Basis of Global Management.

Unit II

The Nature and Purpose of Planning - Objectives - Strategies, Policies and Planning Premises - Decision Making - Global Planning.

Unit III

The Nature of Organizing and Entrepreneuring - Organizational Structure: Departmentation - Line/Staff Authority and Decentralization - Effective Organizing and Organizational Culture - Global Organizing.

Unit IV

Co-ordination functions in Organisation - Human Factors and Motivation - Leadership - Committees and group Decision Making - Communication - Global Leading.

Unit V

The System and Process of Controlling - Control Techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the Future through Preventive Control - Global Controlling and Global Challenges.

REFERENCES :

1. Koontz, Weirich&Aryasri, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi, 2004
2. V.S.P. Rao and V Hari Krishna, “Strategic Management –Text and Cases”, Excelbooks, 2003
3. Tripathi& Reddy, PRINCIPLES OF MANAGEMENT, Tata McGraw-Hill, New Delhi,2008
4. Heinz Weirich, Harold Koontz, “Management: A Global Perspective”, Tata McGraw-Hill,11thEdition, New Delhi, 2004
5. Robbins. S.P, Coutler, De Cenzo, Fundamentals of Management, Pearson, 10thedition 2017.

1.2. ORGANISATIONAL BEHAVIOUR

OBJECTIVES: The students should understand the behavioural dimensions in the process and dynamics of organizational environment. To have a fillip that the human behavior as a tool to guide the organizational achievement.

Unit I

Organizations as Work Settings, Organizational Behavior and Management' Learning About Organizational Behavior Current Issues in Organizational Behavior: High Performance Organizations, Multiculturalism and Diversity, Ethics and Social Responsibility, Issues and Transitions in the New Workplace Organizational Behavior across Cultures Global Context of Organizational Behavior Cultures and Cross-Cultural Understanding Cultural Diversity and People at Work A Global View of Organizational Learning

Unit II

Individual Behavior and Performance: Personality and Individual Differences Personality, Personality Differences, Values and Attitudes Individual Differences and Diversity. Cognitive abilities: Intelligence Creativity and Problem solving The Perception Process, Common Perceptual Distortions, Managing Perceptions Attribution Theory. Motivation: Content and Process Theories of work motivation, Reinforcement: Classical Operant and Social learning theories

Unit III

Group Dynamics and Teamwork: How Groups Work, Groups in Organizations, Stages of Group, Foundations of Group Performance, Decision Making in Groups. Teams and Teamwork. Team Building, Improving Team Processes, Teams in the High Performance Workplace Leadership: Theories and Emerging Leadership Perspectives Power and Politics: Power and Influence, Power. Formal Authority and Obedience Empowerment, Organizational Politics

Unit IV

Conflict and Negotiation Conflict in Organizations, Conflict Management, Negotiation: Negotiation Strategies, How to be an effective negotiator, Manager as a negotiator Change in Organizations Planned Change Strategies Resistance to Change Over coming resistance to change Innovation in Organizations Dynamics of Stress and managing Job stress.

Unit V

Organizational Structure and Design: Strategy and Goals of Organizations Basic Attributes of Organizations, Organizing and Coordinating Work, Bureaucracy and Beyond, Strategy and Organizational Design, Information Technology and Organizational Design, Environment and Organizational Design Organizational Culture Understanding Organizational Cultures, Managing Organizational Culture, Organizational Development: Nature scope objectives and intervention strategies

References:

1. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12th Edition), 2012
2. John W. Newstrom, “Organizational Behaviour: Human Behavior at Work” Tata McGraw Hill (14th Edition)
3. Stephen P. Robbins, Timothy A. Judge, “Organizational Behaviour” Pearson (17th Edition), 2017
4. Fred Luthans, “Organizational Behavior: An Evidence-Based Approach” Tata McGraw Hill (12th Edition)
5. Hellriegel& Slocum, “Organizational Behavior” South- Western Cenage Learning (12th Edition), 2009
6. UdaiPareek, “Understanding Organizational Behavior”, Tata McGraw Hill (3rd Edition), 2011
7. Umasekaran, “Organizational Behaviour”, Tata McGraw Hill, 2008
8. McShane, Von Glinow, “Organisational Behaviour: Emerging knowledge, Global reality”, McGraw Hill (7th Edition), 2010

1.3. MANAGERIAL ECONOMICS

Subject Description :

Managerial economics emphasize on the influence on micro and macro economics on managerial decision making, explaining the supply, demand and cost functions, its relative impact on the economy and the company correlating to profit and investment analysis.

Goals:

To enable the students to learn the application of the economic principles and policies on managerial decision making.

Objectives:

On successful completion of the course the students should have:

Understood the economic principles and policies on managerial decision making.

Learn demand, supply, cost and profit concepts and functions along with its applications.

To learn profit policies, planning and problem solving techniques.

To learn inflation, deflation and balance of payment on national income.

UNIT I

Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II

Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function.

Cost concepts - cost - output relationship - Economies and diseconomies of scale - cost functions.

UNIT III

Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV

Profit - Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.

UNIT V

National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

REFERENCES :

1. Vengedasalam, Deviga, and KarunagaranMadhavan. *Principles of economics*. Oxford Fajar, 2013.
2. Joel Dean - *Managerial Economics*, Prentice Hall/Pearson.
3. L.Rangarajan and B.H.Dholakia - *Principles of Macro Economics*, Tata McGraw Hill.
4. Atmanand, *Managerial Economics*, Excel books, New Delhi, 2nd edition, 2009.
5. Athmanand.R., *Managerial Economics*, Excel books, New Delhi 2002.
6. Mankar.V.G., *Business Economics*, Macmillan, Business Book, 1999.

1.4. FINANCIAL STATEMENT ANALYSIS

UNIT I

Financial Accounting: Definition-Concept and conventions- Contents of profit and loss account and Balance Sheet of companies – Depreciation: Concept and methods (theory) – Preparation of final accounts (simple problems)

UNIT II

Financial Statement Analysis- Meaning – Objectives- Rearranging Financial Statements for Analysis – Techniques of Financial Statement Analysis : Comparative Statement Analysis, Common Size Statements, Trend Analysis – Ratio Analysis – Classification of Ratio – Problems on computation and interpretation of Accounting Ratios – Du Pont Analysis – Advantages – Disadvantages of Ratio Analysis .

UNIT III

Fund Flow Statement Analysis – Preparation of Statement of change in working capital – Computation of fund from operation and preparation of fund flow statement – Cash flow statement: computation of cash from operations – Preparation of cash flow statement- Distinction between Fund flow statements and cash flow statement- Advantages of Fund flow statement and Cash flow statement

UNIT IV

Cost Accounting – Distinction of Financial Accounting and Cost Accounting – Cost Terminology: Cost, Cost centre, Cost unit – Elements of cost – Preparation of Cost Sheet –

Marginal Costing: Concepts – Break Even Point Analysis, Contribution, PV Ratio, Margin of Safety – Problems on Applications of Break Even concept.

UNIT V

Budget – Budgeting and budget control – Types of Budgets – Preparation of Flexible and fixed budgets, Master budget and Cash budget.

Questions: 60% of the questions shall be problems
40% of the questions shall be theory based

REFERENCES:

1. N. Ramachandran, Ram Kumar Kakan, “Financial Accounting for Management”, Tata McGraw Hill Publishing Company Ltd, 2011
2. Marc Wouters, Ronald W. Hilton, Frank H. Selto, Michael W. Maher, “Cost Management: Strategies for Business Decisions” McGraw-Hill Higher Education, 2012
3. S.N. Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, “A Textbook for Accounting for Management” Vikas Publishing House Pvt Ltd (3rd Edition), 2012
4. Gerald I. White, Ashwinpaul C. Sondhi, Dov, “The Analysis and Use of Financial Statements” Wiley (3rd Edition), 2003

1.5. QUANTITATIVE METHODS FOR MANAGEMENT

Subject Description:

To enable students to acquire the knowledge of mathematics & statistics and their use in business decision making.

UNIT I

Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest. Basic Concept of differentiation – integration – optimisation concepts – use of differentiation for optimization of business problem

UNIT II

Data Analysis – Uni-Variate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications). Bivariate – correlation and regression – problems related to business applications

UNIT III

Probability – definitions – addition and multiplication Rules (only statements) – simple business application problems – probability distribution – expected value concept – theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.

UNIT IV

Basic concept of index numbers – simple and weighted index numbers – concept of weights - types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – variations in Time Series for business forecasting.

UNIT V

Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

REFERENCES :

1. Richard L Levin & Daid S Rubin - Statistics for Management, Pearson, 7th Edition, 2008.
2. S P Gupta - Statistical Methods ,Sultan Chand & Sons, 2012.
3. Statistics for Business and Economics – R P Hoods – MacMillan India Limited, 2010.
4. David M.Levine, Timothy C.Krehbiel and Mark L.Berenson “Business Statistics: A First Course”, Pearson Education Asia
5. Amir D. Aczel, Complete Business Statistics, 5th edition, Irwin McGraw-Hill.

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

1.6. CORPORATE COMMUNICATION

Subject Description :

To enable the students to learn the basic communication skills and employ them in the modern and dynamic workplace.

UNIT I

Communication basics – Business Communication – components – Types – formal communication network – Work team communication – variables – goal – conflict resolution – non – verbal communication – Cross cultural communication – Business meetings – Business Etiquette.

UNIT II

Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

UNIT III

Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

UNIT IV

Report writing: Characterizing & business reports – Types and forms & reports – Project proposals – collection of data – tables constitution – charts – writing the report – documenting the sources – proof reading.

UNIT V

Business Presentation: Written and oral presentation – work – team presentation – Delivering the business presentation visual aids – slides – electronic presentation – hand-outs – delivering the presentation – career planning – preparing Resume – job applications – preparation for a job interview – employment interviews – follow-up.

REFERENCES :

1. Scot Ober, “Contemporary Business Communication”, Cengage Learning (5th Edition), 2007
2. Lesikar&Flatley, “Basic Business Communication: Skills for empowering the internet generation”, Tata McGraw Hill, 2005
3. JaishriJethwaney, “Corporate Communication: Principles and Practice”, Oxford University Press, 2010

1.7. COMPUTER APPLICATIONS IN MANAGEMENT - (PRACTICAL)

Aim: To enable the students to acquire basic knowledge in the various computer applications tools and its applications in the various areas of business.

Unit: I - : WORD AND POWER POINT:

Introduction to Word Processing - features, creating, saving and opening documents in Word. Overview of word menu options - word basic tool bar. **Editing and Formatting:** Paragraph formats, aligning text and paragraph, borders and shading- headers and footers. **Tables** - creating table - graphics – importing graphics – clipart - insert picture. **Macros:** macro - record in macros - editing macros - running a macro. **Mail Merge:** mail merge concept - merging data source and main document.

Introduction to Power Point basics – terminology - getting started with ms power point window – menus and tool bars- creating presentations - using auto content wizard - using blank presentation option - using design template option.**Working with slides** -make new slide, move, copy, delete, duplicate, lay outing of slide- applying transition and animation effects. **Editing and formatting text:** alignment, editing, inserting, deleting, selecting, formatting of text, bullets, footer, paragraph formatting.

Unit : II - EXCEL

Worksheet basics- Features of MS Excel – spread sheet / worksheet, workbook creating worksheet, entering data into worksheet- parts of ms excel window - toolbars and menus, keyboard shortcuts - Entering and editing data in worksheet – cell range – formatting – auto fill – formulas and its advantages. **References:** relative, absolute and mixed – **Functions:** meaning and advantages of functions, different types of functions available in excel –charts – graphs – Hands on experience in various fields like finance, marketing etc for decision making.

Unit: III –ACCESS

Introduction to Databases- Why use a Relational Database, concept of primary key relationship- Creating and Working with a Database -Creating a New Database-Creating a Table-Modifying a Table-Creating a Query-Sorting a Query-Creating a Form with the Form Wizard-Creating a Report with the Report Wizard-Creating Mailing Labels with the Label Wizard- Converting an Access Database.

Unit: IV TALLY

Fundamentals of Tally - Introduction - Getting Functional with Tally- Creation / Setting up of Company in Tally- Company Features - Configurations **Creating Accounting Masters in Tally**- Chart of Accounts - Groups - Ledgers - Walkthrough for creating Chart of Accounts - day book summaries – Trial Balance – Final Accounts – processing of year ending and closing the books, adjusting and closing entries and balance sheet using computers. **Creating Inventory Masters in Tally**- Stock Group - Stock Categories - Units of Measure.

Unit : V SPSS

Introduction - Introduction to SPSS - Data analysis with SPSS: general aspects, workflow, critical issues. **Input and data cleaning** - Defining variables - Manual input of data - Automated input of data and file import. **Data manipulation** - Data Transformation - Syntax files and scripts - Output management.

Descriptive and Inferential Statistics- **Descriptive analysis of data** – Mean-Mode-Median-Variation-Range-Variance.Standard Deviation - Crosstabs – Charts- Normality tests.**Inferential Statistics** – Test of Hypotheses - T-test -One-way ANOVA -Correlation and regression.

Practical: Simple problems to be done in WORD, EXCEL, POWERPOINT, TALLY and SPSS using all the above mentioned topics.

REFERENCES:

1. Shelley Gaskin, Alicia Vargas, Carolyn McLellan ; GO! with Office 2013 Volume 1 1st Edition; ISBN-13: 978-0133142662 ; ISBN-10: 0133142663
2. Microsoft Word 2013: Comprehensive, Enhanced Edition, Vermaat, Cengage Learning, 2016,ISBN: 9781305507210
3. David Beskeen: Microsoft® Office 2013: Illustrated Introductory, First Course, 1st Edition; ISBN-10: 128508845X | ISBN-13: 9781285088457
4. Misty E. Vermaat Purdue University Calumet; Microsoft® Office 2013: Introductory, 1st Edition ; ISBN-10: 1285166027 | ISBN-13: 9781285166025
5. Comdex Tally 9 Course Kit (English) 1st Edition; NamrataAgrawal
6. Tally – ERP 9.0 in Simple Steps, Kogent Learning Solutions Inc., Dreamtech Press.
7. Accounting with Tally : K.K. Nadhani, BPB Publication
8. Account made simple with Tally 9.0 ERP, Akshar Publication
9. KiranPandya and SmritiBulsari, SPSS in simple steps, Dreamtech, 2011.
10. SPSS for Windows Step by Step – George &Mallery – Pearson
11. Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE, 2013.
12. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13thedition) South -Western College Pub, 2011.

2.1. OPERATIONS MANAGEMENT

Subject Description :

To focuses on key analytical methods and provide practical insight for operations management.

UNIT I

Operations Management – Meaning – Importance – historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – types of production systems

UNIT II

Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology. Product Design and process selection.

Types of layout – analysis and selection of layout – Product and / or Process layout, Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

UNIT III

Production planning and control – meaning – functions – aggregate planning – master production schedule (MPS) – Material requirement planning (MRP) – BOM – Capacity requirement planning (CRP) – Techniques – problems in MRP and CRP – an introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)

UNIT IV

Materials management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point – service level – inventory control systems – perpetual – periodic – JIT – KANBAN.

UNIT V

Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

REFERENCES :

1. Adam, Everette and Ronald J. Ebert, “Production and Operations Management: Concepts, Model and Behavior, PHI (5th edition).
2. Joseph G Monks, “Operations Management: Theory and Problems”, McGraw Hill Intl (3rd edition), 1987
3. S N Chary, “Production and Operation Management”, McGraw Hill Education Private Limited (4th Fourth), 2009
4. R. Panneerselvam, “Production and Operations Management”, PHI Learning Private Limited (3rd edition), 2012
5. Frederic S. Mishkin, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman, “Operations Management: Processes and Supply Chains”, Pearson Education, 2015
6. Elwood S Buffa, Rakesh K Sarin, “Modern Production/ Operations Management”, Wiley India (8th edition), 1987
7. Lee J. Krajewski, Larry P. Ritzman, “Operations Management: Strategy and Analysis”, Prentice Hall, 2001
8. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs, “Production and Operations Management: Manufacturing and Services”, Tata McGraw Hill, 1997

Questions : 40% of the questions shall be problems
60% of the questions shall be theory based.

2.2 MARKETING MANAGEMENT

Subject description :

To enable the students to understand the market and marketing concepts, functions and systems by emphasizing on strategies and global market.

Goals:

To enable the students to learn the basic functions, principles and concepts of marketing for effective managerial function.

Objectives:

On successful completion of the course the students should:

Understand the marketing concepts and tasks in the global economy.

Learn the buyer behaviour and factors influencing the buyer behaviour.

Understand the marketing communication process and mix along with the marketing channels.

UNIT I:

Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

UNIT II

Buyer Behaviour, Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes.

UNIT III

Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

UNIT IV

Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

UNIT V

Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts.

Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

REFERENCES:

1. Philip Kotler, Kevin Lane Keller, "Marketing Management", Pearson (15th edition), 2015
2. Rajan Saxena, "Marketing Management", McGraw Hill (5th edition), 2017

3. V S Ramasamy & S. Namakumari, "Marketing Management: Global Perspective, Indian Context", McGraw Hill Education (India) P. Ltd. (Fifth Edition), 2013
4. Michael J. Etzel, Bruce J. Walker, William J. Stanton, "Marketing Concepts and Cases", McGraw-Hill, 2010
5. Paul Baines, Chris Fill, Sara Rosengren, "Marketing Management", Oxford (4th edition), 2017

2.3. FINANCIAL MANAGEMENT

UNIT I

Objectives and Functions of Financial Management – Role of Financial Management in the organization – Risk-return relationship – Time value of money concepts – Capital market instruments – Role of capital market in the economy

UNIT II

Basic of capital budgeting: capital budgeting process – methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting

UNIT III

Cost of Capital – Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity, weighted average cost of capital

UNIT IV

Capital Structure Planning – EBIT-EPS analysis – MM Theory of Capital structure – Dividend policy – types of dividend policy – Dividend policy and share valuation

UNIT V

Working Capital Management – Definition and objectives – working capital policies – factors affecting working capital requirements – forecasting working capital requirements (problems) – working capital financing approach

Questions: 60% of the questions shall be problems
40% of the questions shall be theory based

REFERENCES:

1. Eugene F. Brigham, Micheal C. Ehrhardt, "Financial Management: Theory and Practise" South Western Cengage Learning (13th Edition), 2011
2. M Y Khan, P K Jain, "Fianacial Management" Tata McGraw Hill Publishing Company Limited, New Delhi (5th Edition), 2007
3. Lawrence J. Gitman, Roger Juchau, Jack Flanagan, "Principles of Managerial Finance" Pearson Australia (6th Edition), 2011
4. James C. Van Horne, John Martin Wachowicz, "Fundamentals of Financial Management" Prentice Hall (12th Edition), 2005

2.4 HUMAN RESOURCE MANAGEMENT

Unit I : Human Resource Function

Human Resource Philosophy - Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.

Unit II : Recruitment & Placement

Job analysis : Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.

Recruitment and selection process : Employment planning and forecasting - Building employee commitment : Promotion from within - Sources, Developing and Using application forms - IT and recruiting on the internet.

Employee Testing & selection : Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes, Designing & conducting the effective interview, small business applications, computer aided interview.

Unit III : Training & Development

Orientation & Training : Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.

Developing Managers : Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organisation. Management Developments and CD-Roms - Key factor for success.

Performance appraisal : Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers : Career planning and development - Managing promotions and transfers.

Unit IV : Compensation & Managing Quality

Establishing Pay plans : Basics of compensation - factors determining pay rate - Current trends in compensation - Job evaluation - pricing managerial and professional jobs - Computerised job evaluation.

Pay for performance and Financial incentives : Money and motivation - incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations.

Benefits and services : Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

Unit V : Labour relations and employee security

Industrial relation and collective bargaining : Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation.

Labour Welfare : Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

REFERENCES:

1. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, 10th edition, Wiley India, 2010.
2. Gary Dessler, "Human Resource Management", 15th edition, Pearson 2017..
3. H. John Bernardin & Joyee E. A. Russel, Human Resource Management - An experiential approach, 4th Edition, McGraw-Hill International Edition., 2007
4. VSP Roa, Human Resource Management : Text and cases, 3rd edition, Excel Books, New Delhi - 2010.
5. Dr. R. Venkatapathy & Assissi Mencheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
6. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VII edition, PHI, 2008.
7. K. Prasad, Strategic Human Resource Management Text & Cases, Macmillan Publishers India Ltd., 2008.

2.5 QUANTITATIVE TECHNIQUES

Subject Description: To enable the students to learn the techniques of operation Research and resources Management and their application in business management.

UNIT I

Management & Decision Mathematical Models – Making Types of models (deterministic and probabilistic) – simple business examples – OR and optimization models – Linear Programming – formulation – graphical solution – Dual of linear programming problem – Economic interpretation

UNIT II

Transportation model – Initial Basic Feasible solutions – optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model

UNIT III

Network Model – networking – Critical Path Method (CPM) – Time estimates – PERT – crashing, Resource leveling, Resources planning. Waiting Line Model (Queuing Theory) – Structure of model – M/M/1 for infinite population.

UNIT IV

Inventory Models – Deterministic Models – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model

UNIT V

Simulation – types of simulation – Monte Carlo simulation – simulation problems.
Decision Theory – Pay off tables – decision criteria – decision trees.

REFERENCES:

1. Taha, Hamdy A. Operations Research: An Introduction. Pearson Education India, 2004.
2. KantiSwarup, Gupta And Man Mohan Edition - Operations Research. S Chand & Sons, New Delhi
3. J.K. Sharma. Operations Research – Problems and Solutions, Macmillan Indian Ltd, 3rd edition, 2008.
4. Quantitative Techniques in Management – ND Vohra.
5. Operations Research – R. Panneerselvam, 2nd Edition, PHI, 2007
6. Operations Research, Concepts and cases – Fredrick S Hillier and Herald J Lieberman, 8th Edition, TMH, 2003
7. Hamdy A Taha, “An Introduction to Operations Research, Prentice Hall, Sixth edition, 2007
8. Ronald L. Rardin, “Optimization in Operations Research”, Pearson Education
9. J. K. Sharma, “ Operations Research: Theory and Applications”, Macmillan , 4th edition, 2009.
10. U.K. Srivastava, G.V. Shenoy, S. C. Sharma, “ Quantitative Techniques for Managerial Decision”, Second Edition, Prentice Hall of India

Questions : 80% of the questions shall be problems
20% of the questions shall be theory based.

2.6 RESEARCH METHODS FOR MANAGEMENT

Subject Description :

Research Methods of Management is emphasizing on the methodology of research and its application in managerial decision making, explaining hypothesis, meaning and types, sampling design along with the various parametric and non-parametric test.

Goals:

To familiarize the students with methodology of research and its application in managerial decision making situations.

Objectives:

On successful completion of the course the students should have:

Understood the scope and significance of research in business decisions.

Studied and understood sampling techniques along with hypothesis testing. Understood various scaling techniques and measurement scales .

UNIT I

Research - meaning - scope and significance - Types of research - Research Process - Characteristics of good research - Scientific method - Problems in research - Identifying research problem – concepts, constructs and theoretical framework.

UNIT II

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement - meaning - need Errors in measurement - Tests of sound

measurement Techniques of measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

UNIT III

Sampling design - meaning - concepts - steps in sampling - criteria for good sample design - Types of sample designs - Probability and non-probability samples. Data collection:- Types of data - sources - Tools for data collection methods of data collection - constructing questionnaire - Pilot study - case study - Data processing:- coding - editing - and tabulation of data - Data analysis.

UNIT IV

Test of Significance:- Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Test - U Test, Kruskal Wallis, sign test. Multivariate analysis-factor, cluster, MDS, Discriminant analysis. (NO Problems). SPSS and its applications.

UNIT V

Interpretation - meaning - Techniques of interpretation - Report writing:- Significance - Report writing:- Steps in report writing - Layout of report - Types of reports - Oral presentation - executive summary - mechanics of writing research report - Precautions for writing report - Norms for using Tables, charts and diagrams - Appendix:- norms for using Index and Bibliography.

REFERENCES:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods.Cengage Learning.
2. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill,11th edition, 2012.
3. Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education, 7th Edition, 2015.
4. Wilkinson Bhadarkar - Methodology and Techniques of Social Research - Himalaya.

Note : 20% of the questions shall be problems

80% of the questions shall be theory based.

3.1 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT

UNIT I

Business and society, Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - constituents of business environment

UNIT II

Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and

stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

UNIT III

Globalization: Emergence of global institutions, drivers of globalization. National differences in Political economy- Political system, economic system and legal system. Differences in culture: values and norms, social structure, religious and ethical system, language, education, culture, implications for managers.

UNIT IV

The Global Trade and Investment Environment International trade Theory: Introduction - An Overview of Trade Theory - Mercantilism - Absolute Advantage - Comparative Advantage - Heckscher-Ohlin Theory - The New Trade Theory - National Competitive Advantage - Porter's Diamond. The Revised Case for Free Trade - Development of the World - Trading System - WTO & development of World trade - Regional grouping of countries and its impact.

UNIT V

The Strategy of International Business: Strategy and the Firm - Profiting from Global Expansion - Pressures for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances: Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work, Exporting, Importing and Counter trade : Introduction - The Promise and Pitfalls of Exporting - Improving Export Performance - Export and Import Financing - Export Assistance – Counter trade.

REFERENCES:

1. Charles W.L., Hill, Arun K Jain, International Business : Competing in the Global market place, Irwin-McGrawHill, 2009.
2. Rakesh Mohan Joshi., International Business, Oxford University Press, 2014
3. Ronald D Francis & Mukthi Mishra ., Business Ethics: An Indian Perspective, The Mc- Graw Hill companies, 2009.
4. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2011.

3.2 MANAGEMENT INFORMATION SYSTEM

Unit I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

Unit IV

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.

REFERENCES :

1. James A O'Brien, "Introduction to Information Systems", Tata McGraw Hill, 14th Edition, 2008.
2. O'Brien, J.A., and Marakas, G.M. Management Information Systems. (7th edn.), Tata McGraw Hill: India
3. Oz, E. (2008). Management Information Systems. (2nd edn.), India: Cengage Learning
4. Laudon, J.P and Laudon, K.C. (2007). Management Information System. (10th edn.), Pearson Education: India
5. Haag, S., Cummings,M., and Phillips, A. (2008). Management Information Systems. (6th edn.), Tata McGraw Hill: India

3.3 to 3.6 ELECTIVE COURSES

3.7 PROJECT REPORT & VIVA VOCE

4.1 STRATEGIC MANAGEMENT: INDIAN AND GLOBAL CONTEXT

Objectives:

Students are expected to integrate their knowledge gained in various functional areas to make business decisions, from the general manager's point of view in the global and Indian context.

Teaching and Examination:

Students are expected to keep abreast of the contemporary business practices by reading the business practices by reading the business magazines and management journals.

Case studies, application project Seminars and group exercises will supplement the class lectures.

Unit I

Corporate Strategic Planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - Strategic planning process. Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis & Internal Analysis of Firm:

General environment scanning, competitive & environment analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit - core competence - Stockholders' expectations, Scenario-planning - industry analysis.

Unit III:

Strategy Formulation :

Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - limits - means and forms. Strategic management for small organizations, non-profit organizations and large multi product and multiple market organizations.

Unit IV :

Tools of Strategy : Planning and evaluation :

Competitive cost dynamics - experience curve - BCG approach - cash flow implication -IA-BS matrix - A.D.Littles Life-cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V:

Strategy implication &Control :

Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M.Porter's approach for Globalisation - Future of Strategic Management.

REFERENCES :

1. Pearce & Robinson, "Strategic Management", Tata McGraw Hill 2011.
2. A.C.Hax and NS, Strategic Management: An Integrative Perspective, Prentice Hall.
3. Michael Porter, Competitive strategies.
4. John A Pearce II and Richard B Robinson, "Strategic Management: Formulation, Implementation and Control", 9th Edition, TMH, 2007
5. Michael Porter, Competitive Advantage of Nations.
6. Samul C. Certo and J.Paul Peter, Strategic Management, Second Edn. Concepts & Application, McGraw Hill.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill.
8. Gerry Johnson &Kevanscholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
9. Jauch.L., Rajive Gupta &William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
10. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
11. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

4.2 to 4.5 ELECTIVE COURSES

ELECTIVE PAPERS FOR III SEMESTER

1. INTEGRATED MARKETING COMMUNICATION

Unit I

Role of IMC in marketing process, IMC planning, Participants in IMC process – Clients, Advertising and Specialised Services agencies. Perspectives on Consumer Behaviour – Learning and Decision making process. Basics of communication – Source, Message and channel factors. Objectives and Budgeting for IMC programmes.

Unit II

Creative process, Planning and Development of Creative strategy, Appeals and Execution styles, creative tactics, creative brief and approval; Copy writing for Print, Broadcast and Web media; Design and Production for Print, Broadcast and Web media.

Unit III

Media Profile – Print, Radio, Television, Film and Video, Internet and Supportive Media – Audience, Types, Advantages and Limitations, Trends; Media Plan – objectives, strategies, buying and scheduling, use of computers; Evaluating the effectiveness of advertising.

Unit IV

Direct Marketing and IMC – Objectives, Tools and strategies, Internet and IMC – Web participants, objectives, developing and maintaining a website; Sales Promotion – Growth, Types, objectives, integration and effectiveness.

Unit V

Public Relations – Planning process, tools and effectiveness, Personal selling and IMC – Scope, Role, and Evaluation, Social, Ethical and Economic effects of advertising and promotion; Regulation of advertising and promotion.

REFERENCES:

1. George E. Belch Michael A. Belch and Keyoor Poorani– Advertising and Promotion – IMC perspective – Tata McGraw Hill 2008.
2. Wells, Moriarty and Burnett – Advertising Principles and Practice, Pearson Education, 2006.
3. Clow and Baack, - Integrated Advertising, Promotion and Marketing Communications, PHI/Pearson 2007.
4. Shimp – Advertising and Promotion – IMC approach – Cengage Learning, 2007.
5. Jefkins and Yadin – Advertising – Pearson Education, 2003.
6. Kazmi and Batra – Advertising and Sales Promotion – Excel Books, 2007.
7. Chunnawalla – Advertising, Sales and Promotion Management – Himalaya Publishing, 2007.
8. Advertising & Promotion – IMC Perspective Kruti shah & Alan D'souza – TMH 2009
9. Principles of Advertising & IMC – Tom Duncan – TMH II Edition, 2007.

2. CONSUMER BEHAVIOUR

UNIT – I

Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation and Consumer Behaviour. Learning - nature, conditions relevant to high and low involvement strategies, characteristics and types of learning, Brand loyalty, Brand equity & leverage. Perception - Process, interpretation, Perception and marketing strategy. Perceptual process and buying behaviour. Perception - Elements, Just noticeable difference - its application to Consumer Behaviour, Perceptual organization and defense, consumer imagery.

UNIT - II

Motivation - Nature, motivational strategies, theories and their relevance, marketing strategies based on motivational conflict. Personality - Psycho-analytical neo-Freudian and social approaches to personality understanding consumer diversity, Brand personality, Self and self image.

UNIT - III

Attitude formation & change - Tricomponent and structural models of attitudes, sources of attitude formation, strategies of attitude change, cognitive dissonance, attribution, self perception theories, Foot in the door phenomenon. Groups - types, Celebrities, Family, Socialization of family members, Function of family, Family decision-making and consumption - related roles, Family life cycle.

UNIT - IV

Culture- Nature - Characteristics - Measurement, Sub-cultures – Nationality, age, geographic, Regional and Sex, Subcultural interaction. Cross culture: International perspective cross cultural consumer analysis, Multinational strategies, Cross – cultural psychographic segmentation marketing mistakes – undertaking differences.

UNIT - V

Opinion leadership & process, Dynamics, motivation and opinion leadership, Measurement and corporate strategy of opinion leadership. Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process.

REFERENCES:

1. Kurder, Consumer Behaviour, PHI/Pearson, 2002.
2. Schiffman.L. G. &Kanak.L.L., Consumer Behaviour, PHI/Pearson.11th edition, 2014.
3. Loudon.D, Consumer Behaviour, Concepts & Applications, Albert Biutta, Mc.Graw Hill, 2004.
4. Ingel, Roger & Blackwell, Consumer Behaviour,Thomson/ South western, 10th edition, 2006.

3. RETAIL MANAGEMENT

Unit I

Retailing - Introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management - positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations: Customer service management.

Unit V

Impact of information technology in retailing - Integrated systems and Networking, EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

REFERENCES :

1. Berman and Evens, Retail Management, Pearson 2011.
2. David Gilbert, Retail Management, Pearson 2006.
3. Levy & Weitz and Pandit, Retail Management, Tata McGraw Hill 2013.
4. Swapna Pradham - Retail Management, Tata McGraw Hill 2009.

4. CUSTOMER RELATIONSHIP MANAGEMENT

Unit 1 :

Conceptual Foundation

Emergence of CRM practice, CRM Cycle, Framework, Stakeholders, Significance of CRM, Attributes of CRM, Behavioural dimensions, Strategic issues, Components of CRM Programme, CRM process, Market share Vs Mind Share, Life time value of customer.

Unit 2 :

Planning Implementing and Measuring of CRM project

CRM strategy, Organising CRM, Implementation Road Map, Issues in implementation, Areas of measurement, Service quality, Customer satisfaction, Customer acquisition, Customer retention and loyalty, Customer experience, Customer cycle measures, 3E measures – company efficiency, effectiveness and employee behavior, customer value, customer equity, CRM scorecard.

Unit 3 :

Dynamics of Information Technology in CRM

e-CRM in Business, Features and Advantages of e-CRM, Technologies and CRM softwares, Application of e-CRM, Customer Database development and management – Database construction, Data Warehousing, Data mining tools and techniques, Privacy and ethical considerations.

Unit 4 :

Customer care management

Customer care softwares, customer service applications, facilities, customer care technologies, Multimedia call centre, Electronic point of sale, Help desk, ATM, Sales force automation, Leveraging internet and mobile, Marketing automation, Service automation.

Unit 5 :

Application of CRM in different markets

CRM in service markets – Banking and Financial sector, Hospitality, Aviation, Retail, Telecom services, CRM in Rural markets, CRM in Business market.

REFERENCES:

1. Alok Kumar Rai – Customer Relationship Management – Concepts and Cases PHI Learning Pvt. Ltd., 2013.
2. EktaRastogi – Customer Relationship Management – Text and Cases, Excel Books, 2011.
3. Roger. J. Baron et al. – Customer Relationship Management – South Western Cengage Learning, 2008.
4. Shainesh and Jegadish N. Seth – Customer Relationship Management- Strategic perspectives – Mac millan, 2010.
5. Francis Buttle – Customer Relationship Management Concepts and Technologies, Butterworth – Heinmann (An imprint of Elsevier) 2009.
6. Kumar and Reinatz I. Werner, Customer Relationship Management – Databased approach, Wiley India, 2010.
7. GovindBhat – Customer Relationship Management - Himalaya Publication House, 2011.

5. SOCIAL MARKETING

Course Objective: To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I : INTRODUCTION

Social marketing -Definition -Scope and concept -Evolution of Social marketing Need for Social marketing, A comparative study between Commercial and Social marketing, Use of market research, social change tools ,Factors influencing Social marketing -Challenges and opportunities.

UNIT II : SOCIAL MARKETING PROCESS AND PLANNING

Environment Monitoring -Social Class and self-efficacy -social capital -Social ecology – Advocacy, Social marketing Process Stages.Planning Formative Research in Social marketing. Segmentation -Motives and benefits -Sheth’s and Frazier’s attitude -behavior segmentation - Stage approach to segmentation -Selecting target audiences -Cross cultural targeting -cultural and individual tailoring.

UNIT III : SOCIAL MARKETING MIX

Social marketing mix -policy -product -place -price -promotion -people -partnership. Rating & Reviews -Virtual world -Using media in social marketing -Importance -effectiveness of mass media in social marketing -Practical model for media use in social marketing -Advertisement - Publicity -Edutainment -Civic or Public -Choosing media & methods. Conceptual model Lawrence Green’s RECEDE-PROCEED model.

UNIT IV : ETHICAL ISSUES AND CHALLENGES

Ethical principles -Codes of behavior -Critics of social marketing -Critic of power imbalance in social marketing -Criticism of unintended consequences -Competition in social marketing- Definition -monitoring -countering competition -competition and principle of differential advantage -Internal competition.

UNIT V : TRENDS IN SOCIAL MARKETING

Future of Social marketing -setting priorities in social marketing -Repositioning strategies-Future of Public sector –NGO –Private sector social marketing. Social Media marketing -Importance - Big Brands & Small business -E mail marketing -Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

TEXT BOOKS

1. Rob Donovan & Nadine Henley.(2011). Principles and Practice of Social Marketing an international perspective.Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing –Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978

REFERENCE BOOKS

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford2007
3. Social marketing in the 21stCentury-Alan R. Andreasen-sage Publication, 2011

6. PERFORMANCE MANAGEMENT SYSTEM

UNIT I

Introduction to performance management:-Definition, Aims and overview, philosophy. Role of performance management system-characteristics of an ideal performance management system-History objectives and standards, some examples-standards of performance.

UNIT-II

Performance management process:- prerequisites-performance Domains-performance dimensions-planning, performance development plan. Performance Execution, performance review – Definition, scope, types, steps, structured performance review process and benefits. Performance counselling – Different phases, process and counselling interview

UNIT –III

Performance management system and strategies:- (PMS) importance of performance management systems(PMS) its features, process, dimensions and, conceptual framework, Performance Management Theatre process of linking performance management to the strategic plan Evolution of strategic performance management (SPM)-characteristics, purpose, the process and components, advantages and disadvantages of SPM.

UNIT-IV

Competency-based performance management system: Introduction, management skills and competencies, types of competencies, steps of a competency identification process, Competency mapping in performance management, developing competency models, and Performance based compensation performance – Based career planning.

UNIT-V

Team performance management: introduction, definition and concepts, work wheel and team performance, measuring and managing team performance, stages of team work and team performance. Performance measurements through balance and HR score cards. Performance management and mentoring, performance measurement – statistical methods-Control charts for measuring performance variation, attributes. Ranking and rating- Management by objectives, Behaviourally anchored rating scale, The mixed standard scale, Behaviourial observation scale , performance matrix and models- shingo prize model, EFQM, Malcolm Baldrige criteria for world class performance.

REFERENCE:

1. Bhattacharyya, “Performance Management Systems and Strategies”, 1e,Pearson Education India, 2011.
2. Aguinis, “Performance Management”, 3e,Pearson Education India, 2013.
3. SoumendraNarainBagchi, “Performance Management”, 2e,Cengage, 2013.
4. G.K. Suri,VenkataRatnam, N. K. Gupta, "Performance Measurement and Management", Excel Books, 2005.
5. T. V. Rao, “Performance Management and Appraisal Systems: HR Tools for Global Competitiveness”, SAGE Publications, 2004.

7. MANAGING INTERPERSONAL EFFECTIVENESS

Managing Interpersonal Effectiveness. This is a self and Personality development course to be integrated with exercises and experiential learning.

UNIT I

Self Definition and Perception, Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

UNIT II:

Communication

Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication - Barriers - ways of over coming - Nonverbal Communication - Paralanguage, Eye Contact, Facial expression, Kinesthetics, Body language, Deception, and Detecting deception.

UNIT III:

Assertive Training

Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

UNIT IV:

Transactional Analysis

Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games - types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

UNIT V :

Counseling

Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

REFERENCES :

1. Venkatapathy R, Jackson.P.T., "Managing Interpersonal Effectiveness", Adhithya Publishers, 2003.
2. Thomas A. Harris MD, "I'm okay, you're okay", Arrow, 2012.
3. Roger Fisher and William Ury, "Getting to Yes negotiating an agreement without giving in", RHUK, 2012.
4. Robert L Gibson, Marianne H. Mitchell, "Introduction to Counseling and Guidance", 7e, Pearson Education India, 2015.
5. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

8. FINANCIAL SERVICES

UNIT I

Overview of Financial services sector – Characteristics of Financial services – role of financial sector in the Economy – Institutional Framework of Indian financial system- merchant banking – functions of merchant bankers – pre issue activities and post issue activities in issue management- SEBI guidelines on merchant bankers

UNIT II

Financial markets: Classification of financial markets – primary and secondary market – stock exchanges – Capital market instruments- performance of Indian capital market – money market: instruments and participants- Depositories – mechanism and functions

UNIT III

Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfaiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario.
Asset securitisation: mechanism, participants and benefits – prospects and problems

UNIT IV

Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance.
NBFCs– Classification of NBFCs- Prudential Norms for NBFCs-Role of NBFCs in asset financing –Asset Reconstruction Companies- Implications of SARFAESI Act.

UNIT V

Credit rating: definition – features and advantages – credit rating symbols – credit rating process – rating methodology – equity grading.
Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India- Private Equity Funding.
Payment and settlement system in India – National payment corporation - functions

REFERENCES:

1. Shanmugham R, “Financial Services”, Wiley, 2009.
2. Khan M.Y, “Financial Services”, 8e, McGraw Hill Education, 2015.
3. Jeff Madura, “Financial Markets and Institutions”, 12e, Cengage Learning, 2016.
4. Sasidharan K, Alex. K Mathews, "Financial Services and System", McGraw Hill Education, 2008.
5. Bhole L.M, JitendraMahakund, "Financial Institution and Markets", 5e, McGraw Hill Education, 2009

9. EQUITY RESEARCH AND PORTFOLIO MANAGEMENT

Unit I

Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium

Unit II

portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model.

Unit III

Fundamental Analysis – factors consider in Economic Analysis – Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – qualitative aspects of industrial analysis – company analysis fundamentals

Unit IV

Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis.

Unit V

Technical Analysis Vs Fundamental Analysis – underlying assumption of technical analysis – advantages – technical trading rules and indicators – momentum indicators – stock price and volume techniques Portfolio performance evaluation – risk adjusted measures of performance: style analysis.

REFERENCES:

1. Donald E Fischer and Ronlad J Jorden, “Security Analysis and Portfolio Management” Prentice Hall India Limited, 6th Edition, New Delhi
2. Charles P Jones, “Investment Analysis and Portfolio Management” Wiley Student edition, Wiley India Limited, 9th Edition, New Delhi.2008
3. Reily and Brown, “Investment Analysis and Portfolio Management” South Western Cengage Learning, New Delhi
4. Ranaganatham.M., and Madhumathi.R., “Investment Analysis and Portfolio Management” Pearson Education India Limited, 2008

10. INSURANCE MANAGEMENT

Subject Description:

Provides an overall view of the risk, risk management process. It further elaborates on property and liability risk management, Life, Health and income exposures. It explains the state of affairs of insurance industry in India.

Goals :

To help the student to understand the risk and its management process through insurance and other methods.

Objectives:

On successful completion of the course the student should be able to

1. Calculate the risk and manages it
2. Understand the Property and Liability Risk Management techniques
3. Understand the risk management techniques of Life, Health and Income exposures.
4. Understand the functioning of Insurance Industry in India.

UNIT I

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non insurance risk management techniques. Selecting and Implementing Risk management techniques.

UNIT II

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers' compensation and alternative risk managing.

UNIT III

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment-advances in driver and auto safety. Risk management of home owners policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

UNIT IV

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions.Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions - health care reforms.Annuities- structures of annuities- annuity characteristics- annuity taxation.Employees benefits- health and retirement benefits.

Unit V

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.

REFERENCES :

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance McGraw Hill New Delhi 2003.

3. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.
4. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publicing co., New York 2007.
5. Misra M.N. and Misra S.R Insurance Principles and Practice S .Chand and Co. New Delhi 2007.
6. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008.

11. BUSINESS ANALYTICS

Course Objectives:

To gain an understanding of analytical competition and managers' practice of business analytics to formulate and solve business problems and to support managerial decision making.

To become familiar with the processes needed to build and develop analytical capabilities.

Unit- I

Putting Analytics to Work – The Analytical DELTA: Data – Prerequisite for Everything Analytical – Enterprise – Integrating across Organization – Leadership – The Deciding Delta Factor – Targets – Picking the Spots for Analytics – Analysts – Managing Scarce and Valuable Talent

Unit - II

Staying Analytical – Embed Analytics in Business Processes – IT's Role in Embedding Analytics into Business Processes – Build an Analytical Culture - Review your Business Comprehensively: Constant, Strategy and Business Models, Analytical Targets, Competitors, Customers and Partners, Technology, Data and Information – Meeting Challenges along the Way – Analytical Decisions and Better Results

Unit- III

The Nature of Analytical Competition - Meaning of Analytics – Competition on Analytics – Origins of Analytical Competition – Analytical Decision Making – Analytics in Professional Sports –Analytical Competitor – Key Attributes of Analytical Competitors –Assessing the Degree of Analytical Competition – Analytics and Business Performance –Assessing the Evidence – Competitive Advantage – Analytics in Government – Serving the Market for Analytical Product and Services

Unit - IV

Competing on Analytics with Internal Processes – Financial Analytics– Merger and Acquisition Analytics –Manufacturing, Operations and Quality Analytics – Research and Development Analytics – Human Resource Analytics – Competing on Analytics with External Processes – Customer-Based Processes – Supplier-Facing Processes – Building an Analytical Capability – Road Map to Becoming an Analytical Competitor – Five Stages of Development

Unit- V

Managing Analytical People – Analytical Urban Legends – Senior Executives – Analytical Professionals – Analytical Amateurs – Analytics and the Architecture of Business Intelligence – The Future of Analytical Competition – Technology-Driven Changes – Human-Driven Changes –Strategy-Driven Changes

REFERENCES:

1. “Analytics at Work: Smarter Decisions, Better Results”, Thomas H. Davenport (Author), Jeanne G. Harris, Robert Morison, Harvard Business School Publishing Corporation, 2007.
2. “Competing on Analytics: The New Science of Winning”, Thomas H. Davenport, Jeanne G. Harris, Harvard Business School Press, 2007.

12. INFORMATION SECURITY

Course Objective:

The course introduces the information security threats to the business management in current scenario.

Equip students with the knowledge on various information security threats; recognize privacy issues and ethical considerations involved in information security.

Unit: 1 - Introduction to computer security: Basic concepts, threat models common security goals. Introduction to Information security – Introduction, Need for Security – Business Needs, Threats, Attacks.

Unit: 2 - Cryptography and cryptographic protocols, including encryption, authentication, message authentication codes, hash functions, one-way functions, public key cryptography, secure channels, zero knowledge in practice.

Unit: 3 - Operating system security: memory protection, access control, authorization, authenticating users, enforcement of security, security evaluation, trusted devices, digital rights management.

Unit: 4 - Network security: Introducing to Firewalls, intrusion detection systems, viruses and worms, web security. Case studies: DNS, IPSec. **Security Management Tools-** Physical, Environmental, Network, Security Considerations in Mobile and Wireless communications

Unit: 5 - Language-based security : Security errors, safe languages, and sandboxing techniques. Case studies: privacy, mobile code, digital rights management and copy protection, trusted devices, denial of service and availability, network based attacks, security and the law, electronic voting.

REFERENCES:

1. Charles P Pfleeger and Shai Lawrence pfleeger, "Security in Computing", Fourth Edition, prentice Hatt, 2007.
2. Ross J. Anderson and Ross Anderson, "securityEngineering: A Guide to Building DependabteDistibutedSystems", Wley, 2001 .
3. Text Book Whitman, Michael E., and Herbert J. Mattord (2015). Principles of Information Security, 5/e; New Delhi: Cengage Learning Reference Books
4. Rhodes-Ousley, Mark (2013). Information Security: The Complete Reference, 2/e; New Delhi: McGraw-Hill

13. ADVANCED PRODUCTION MANAGEMENT

Aim

To enable students in learning production management techniques and process at advanced level.

UNIT I

Impact of Technology on Production; Economics and Social Issues – Automation – Operation strategy and competitiveness – economy studies for Investment and replacement in Production Management.

UNIT II

Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.

UNIT III

Design of Production, planning and control system – design on scheduling system – design of inventory system – design of maintenance system.

UNIT IV

Productivity Techniques – Application of quantitative models for production planning and control – process charts, network analysis.

UNIT V

Human aspects of production management – Methods of improving business process re-engineering – synchronous manufacturing – production planning and financial planning.

REFERENCES:

1. Chase, Richard B., Nicholas J. Aquilano, and F. Robert Jacobs. Production and operations management.Irwin/McGraw-Hill, 2001.
2. J.D. Radford and D.B. Richardson Oriver W. Wight – The Management of Production and Inventory Management in Computer area
3. Powell Niland – Production Planning, Scheduling and Inventory control, Macmillan, 1970.

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14. INTEGRATED MATERIALS MANAGEMENT

AIM

The Course is aimed at acquainting the student with various objectives and functions of Materials Management. This course also lays emphasis on decision making process.

UNIT I

Concept and significance of Integrated Materials Management
Materials codification and computerization

UNIT II

Inventory Planning and Control Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System. Materials Requirement Planning (MRP) Materials Problems in Indian Conditions and Inventory Audit and Inventory Audit and Information Systems.

UNIT III

Purchasing Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis.
Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance
Purchasing Capital Goods, Seasonal Goods, Imported Goods
Deferred Payment Schemes – Lending Institutions – Leasing Trends.
Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.

UNIT IV

Location and Layout of Warehouses and stores – Different typical models.Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Sores Accounting.

UNIT V

Practical problems in Management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance.
Materials Handling and Transportation Management

CASE STUDIES

REFERENCES:

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd, 20th edition, 2006.
2. A.K. Datta – Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
3. M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd, 2008.
4. M.D. Patel, A. Chunawalla and D.R. Patel – Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House, 1980.

15. CROSS CULTURAL MANAGEMENT

UNIT I

Introduction A multi-layered subject area Non - cultural explanations the centrality of ethics Changing nature of the world Defining culture Levels of analysis Dealing with the ecological fallacy

Culture change convergence and divergence Interpreting culture profiles Changing natures of National culture Organisational culture National and organisational culture – similarities Non - cultural explanations

Understanding models of culture - A twenty – first – century view Contributions of Geert Hofstede The Chinese Value Survey Criticisms of Hofstede's work Issues in cross – cultural studies: Evaluation of various models Cultural differences in communication style

Unit II

Conceptualising culture – the way forward Approaches existing and new methods to study culture Emerging theoretical approaches of culture Convergence, divergence, globalization and cross – cultural management Localizing cross – cultural issues

cross – cultural social relations in the workplace

Culture and organisation structure various models of organizational structure Contingent factors

Culture and the contingency approach Impact of culture on structure

Contemporary and emerging structures Culture and structure – a complex area

Unit III

Intercultural communication The need for awareness Stereotyping in communication Barriers to intercultural communication Mixed messages and non – verbal communication Enhancing intercultural communication Cross – cultural theory and communication Chinese culture Levels of communication

Leadership and cross cultural issues – Approaches to leadership Project GLOBE Evaluation of Project GLOBE The institutional level Emerging twenty – first century approaches to leadership

Unit IV

Motivation and cross cultural issues exchange Are the needs universal contextual or local Self – actualization and cross cultural perspectives. content approach Job characteristics Needs and job characteristics models Orientations to work across cultures Other 'process' models of motivation

Globalised motivational strategies

Intercultural competencies, training and ethics Overcoming culture shock Intercultural competencies cultural awareness Cross – cultural training – other considerations The effectiveness of cross – cultural training The ethical dimension Ethics and the cross – cultural manager Gender issues and ethics Dealing with ethical dilemmas Non – negotiable moral issues

Unit V

Culture and human resource management International HRM in context Culture and human resource management Culture and the functional areas of HRM home country host country third country employment and the issues based on culture The effect of culture

Comparing cultures Cultural values Cross – cultural management in 'new' forms of organization

Diversity and synergy – the future of cross – cultural management Non – managerial approaches
Universalism or relativism? Continuous change Strategies to manage work force across culture
and the implications

REFERENCES :

1. Ray French Cross cultural Management in work organizations Universities press (India) Private Limited 2008. (Recommended)
2. Denny, S. (2003) ‘Culture and its influence on management: a critique and an empirical test’, in M. Tayeb (ed.) International Management: Theories and practices. Harlow: FT/Prentice Hall
3. Dowling, P.J. and Welth, D.E. (2004) International Human Resource Management. Managing people in a multinational context. London: Thomson
4. Gooderham, P.N. and Nordhaug, O. (2003) International Management: Cross-boundary challenges. Oxford: Blackwell
5. Guirdham, M. (2005) Communicating Across Cultures at Work, 2nd edition. Basingstoke: Palgrave Macmillan
6. Holden, N. J. (2002) Cross-Cultural Management: A knowledge management perspective. Harlow: FT/Prentice Hall
7. Schneider, S. C. and Barsoux, J.-L. (1997) Managing Across Cultures, 2nd edition. Harlow: FT/Prentice Hall
8. Warner, M. and Joynt, P. (eds) (2002) Managing Across Cultures: Issues and perspectives, 2nd edition. London: Thomson

16.INNOVATION MANAGEMENT

Unit I:

INNOVATION:

Meaning, definition, theories, types and characteristics of innovation- differences between invention and innovation – managing innovation – sources and ideas of innovation – risks and failures associated with innovation – economics of innovation – exploring, executing, renewing and measuring innovation – innovation as a tool for profit impact of technology for innovation.

Unit II:

INNOVATION STRATEGY:

why, what and how to innovate - innovation as a strategic process – strategies for promoting, sustaining and diffusing innovation – innovation strategies based on firm size – cooperation with innovation institutions – role of innovation in corporate governance – globalization of innovation - key issues in strategic innovation management.

Unit III:

INNOVATION PROCESS AND IMPLEMENTATION:

innovation as a core business process – evolving models of the process – consequence of partial understanding of the innovation process – successful innovation and successful innovators – roadmap for success - Implementation of innovation: managing the internal process: enabling

effective search, strategy-making, effective knowledge acquisition and implementation – creativity and innovation.

Unit IV:

BUILDING AND CREATING INNOVATIVE ORGANISATION:

Building the innovative organisation: appropriate organisation structure, training and development, shared vision, leadership and the will to innovate – effective team working – creative climate – external focus – Creating innovative new firms – boundary spanning: growth and performance of innovative small firms.

Unit V:

ASSESSING AND IMPROVING INNOVATION MANAGEMENT PERFORMANCE

Learning to manage innovation – auditing innovation management - the context of innovating and futures: public policy – globalizing change – managing future technologies – capturing value from innovation - competing by collaborating (with competitors – industry – customers – colleagues) – related case studies in innovations.

REFERNCES:

1. JOE TIDD, JOHN BESSANT, KEITH PAVITT, ‘Managing Innovation: Integrating Technological, Market and Organisational Change, third edition, Wiley India private limited, New Delhi, 2011
2. ShlomoMaital&D.V.R.Seshadri, Innovation management: strategies, concepts and tools for growth and profit, Response books, division of sage publications, new Delhi, First Edition, 2007
3. John E.Ettlie, ‘Managing innovation: new technology, new products and new services in a global economy’, first edition, Elsevier India private limited, 2010
4. Vijay kumarkhurana, ‘management of technology and innovation, Ane books private limited, New Delhi, first edition, 2009.
5. Paul Trott, ‘Innovation Management and New Product Development’, fourth edition, Pearson Publishers, New Delhi, 2008.

17. INTELLECTUAL PROPERTY RIGHTS

Course Objective: The course is designed to introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries. The course introduces all aspects of the IPR Acts. It also includes case studies to demonstrate the application of the legal concepts in Science, Engineering, Technology and Creative Design. The course is designed for raising awareness of a multidisciplinary audience.

UNIT I : Introduction

Invention and Creativity, Intellectual Property (IP) – Importance –Protection of IPR.Basic types of property (i).Movable Property - Immovable Property and - Intellectual Property.History of IPRs-the way from WTO to WIPO.

UNIT II

IP – Patents – Granting of patent, Rights of a patent, patent protection, Searching a patent, Drafting of a patent, Filing of a patent. The different layers of the international patent system (national, regional and international options)

Unit III

Copyrights and related rights – Trade Marks and rights arising from Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and International levels – Application Procedures. Case Studies on – Patents (Basmati rice, turmeric, Neem, etc.)

Unit IV

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries. International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh-Dole Act and Issues of Academic Entrepreneurship.

Unit V Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy – Unfair competition.

REFERENCE BOOKS

1. V. SopleVinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.
2. AjitParulekar and Sarita D' Souza, Indian Patents Law – Legal & Business Implications; Macmillan India ltd , 2006.
- 3.A. Primer, R. Anita Rao and BhanojiRao, Intellectual Property Rights, LastainBookcompany.Edited by Derek Bosworth and Elizabeth Webster, The Management of Intellectual Property, Edward Elgar Publishing Ltd., 2006.
5. WIPO Intellectual Property Hand book

18. BUSINESS PLAN AND ENTREPRENEURIAL VENTURES

OBJECTIVES:

On successful completion of the course the students will be able to understand

- the importance of business plan.
- the various components of business plan.
- to prepare the business plan for starting a business.

UNIT I:

Business Plan: The Meaning - The 'Why' of Business Plan - Basic Parameters - Basic parameters: Timing of Decisions Undertaken - Project Parameters: The Common Considerations – Factor of successful business – capital management – eligibility to attract motivates- financial control – Anticipating change and adaptability.

UNIT II:

Business Plan process – Sources of Information – Internet , government sources and statistics – offline research resources- Library –SBDC’s – Trade and industries association – sources of market research – evaluating data - Benefits of Market Study - Coverage of Market Study - Information Sources - Market Demand : A Five Dimensional Concept

UNIT III:

Business Plan Components – The Executive Summary – Company Description – Industry Analysis & Trends – Target Market – Competition – Strategic Position & Risk Assessment – Marketing Plan & Sales Strategy – operations – Technology Plan – management & Organization – Community Involvement & Social Responsibility – Development, Milestones & Exit Plan – The Financials.

UNIT IV:

Exploratory –cum-Desk Research (EDR) – Field Interviews : An Essential Skill – Field Interviews : useful Tips - Product / Service and EDR /DMR – Detailed Market Research (DMR) – Other Methods – Analysis of Information - Need for Judgments – Soft Drink Illustration – Errors and Precautions – Manufacturing Process – Sources of Technical Know-how - Reassurance on Manufacturing Process – Plant and Machinery – Supplier Identification – Interaction with Suppliers –Supplier Selection-Tips on Supplier– transaction.

UNIT V:

The Lay – out – Built-up Area–Raw materials–Packing–Land Requirement–Utilities–Manpower–Search for Location : Reasons–Selection Criteria–Information Sources–Location / Site Selection–Purpose of Financial viability–Financial viability: Meaning–Project Cost–Avoid Differences with Loaning Agency–Working Capital and Working Capital Margin–Assessment of Working Capital Requirement–Working Capital Assistance.

Capacity Utilization and Income, Expenditure, Profit Estimate – Viability Test – profitability – Cash Flow Estimate – Risk Analysis – Financial Viability : A Recapitulation – Implementation schedule.

REFERENCE:

1. Rhonda Abrams “The Successful business Plan Secrets & Strategies” Prentice, 4th edition 2006.
2. Abrams, Rhonda. Business Plan in a Day: Prepare a Polished Professional Business Plan in Just 24 Hours!.Planning Shop, 2013.
3. Business plan Preparation –Entrepreneurship Development Institute of India
4. Arthur R. DeThomas Ph.D. and Lin Gensing-Pophal, Writing a Convincing Business Plan
5. Mike P. McKeever, How to Write a Business Plan 11th edition 2012.

ELECTIVE PAPERS FOR IV SEMESTER

1. SERVICES MARKETING

UNIT 1

Introduction to Services – Characteristics of Service Marketing – Difference between Goods and Services Marketing – Concept of Service Marketing Triangle - Service Marketing Planning – Globalisation of service

UNIT 2

Marketing Mix in Service Marketing – Service Product Design – Service Offer - Service Differentiation – Service Demand and Capacity Management – Strategy for Managing Demand – Service Pricing – Service Distribution Channel and Delivery – Service Promotion – External Communication

UNIT 3

Physical Evidence – Servicescape – People in Service Delivery – Internal Marketing and Employee Empowerment – Service Process – Service Design and Positioning – New Service Development Types, Stages – Targeting and Segmenting – Position Strategy in Service – Consumer Behaviour in Services - Customer Relationship Management - Technology and its impact on Services

UNIT 4

Delivery of Quality Services – GAP models of Service Quality – key factors and strategies for closing the gap – SERQUAL – SERVQUAL – SERVPERF – Service Failure – Service Recovery – Service Guarantee – Complaint Management

UNIT 5

Marketing of Banking, Insurance, I.T enabled Services, Health Services, Educational Services and Hospitality Services including Hotel, Travel, Tourism, Transport and Social Marketing.

REFERENCES:

1. RajendraNargunkar, service marketing, The McGraw-Hill Company.
2. Zeithamal V and Bitner M.J 1996, Service Marketing, The McGraw-Hill Company
3. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised Edition 2000
4. Woodruffe H. 1997, Service Marketing, MacMillan India Ltd., New Delhi
5. Christopher Lovelock, Service Marketing, Pearson, 2010
6. Adrine Payne, Prentice Hall, Essence of Service Marketing.
7. Ravi Shankar, Excel Book (2004), Service Marketing.
8. Bhattacharjee, Jaico Books (2006), Service Marketing.

2. BRAND MANAGEMENT

UNIT I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference – Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

REFERENCES :

1. Keller, Parameswaran, Jacob, "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", 4e, Pearson Education India, 2015.
2. Jean-Noël Kapferer, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", 5e, Kogan Page, 2012.
3. Harsh V. Verma, "Brand Management Text and Cases", Pillappa, 2012.
4. RamanujMajumdar, "Product Management in India", PHI Learning Private Limited, 2009.
5. SubrotoSengupta, "Brand Positioning: Strategies for Competitive Advantage", 2e, McGraw Hill Education, 2005.
6. S. Ramesh Kumar, "Managing Indian Brands", 2e, Vikas Publishing House, 2002.
7. K. S. Chandrasekar, "Product Management Text, Applications and Cases", 2011.

3. SOCIAL MEDIA MARKETING

Course Objective: Businesses and non-profit organizations have recognized the value of social media marketing for its ability to reach customers in order to meet diverse strategic objectives. There is a strong need for marketing professionals who are in tune with the digital world and the myriad options that interactive social media represents for engaging customers. At the end of this course, students will:

- Identify best practices for Social Media Marketing.
- Connect business objectives to appropriate Social Media tactics.
- Create strong content that engages their target audience with their marketing message.

UNIT I: Foundations of social media marketing: Introduction to social behavior and participation- Zones of social media- characteristics of social media- Infrastructure of social media- Business Models and Monetization- The 5th P of Marketing- Careers in social media- Social media marketing strategy- Strategic planning and Social media marketing- Phases of social Media Marketing Maturity- Social media campaigns- Strategic planning process- Social Media policy.

UNIT II : Social media consumer behavior - Social consumers- Segmenting and Targeting for Social media consumers- Social identity- Social Touch points- Social media usage- Motives and Attitudes influencing social media activities- Privacy salience- Social media segments- Micro blog user types- Community structure in Social media-Group influence in Social media.

UNIT III:Zones of Social media: Social community zone- Participation in social networks- Marketing applications in social community zone- Social Engagement and relationship- Social publishing zone- Publishing content- developing and organising content- Social publishing strategies- Social entertainment zone- Social games- Categorising social games- Alternate Reality Games- Social music, Social TV and Social celebrity.

UNIT IV: Social media Commerce and Data Management: The Zone of Social Commerce- Social Commerce strategies- Strategies and benefits of social commerce - Research errors and biases- Social Data Management- Ideas in online community-influence network- Social capital.

UNIT V:Social media metrics- - Role of social media in research- Social media listening Primary Social media research- Social Media Measurement- The process of evaluation and measurement- Social media marketing metrics matrix- Digital shopping.

REFERENCES:

- Van Dijck, J. (2013). *The Culture of Connectivity*, Oxford University Press. NY
- Tuten, T. & Solomon, M. (2013). *Social Media Marketing*. Boston, MA: Pearson.
- Guy Kawasaki and Peg Fitzpatric , *The Art of Social Media: Power Tips for Power Users* Portfolio/Penguin- 2015
- Randy Hlavac, *Social IMC: Social Strategies with Bottom-Line*, 2014.
- Leslie Poston ,*Social Media Metrics for Dummies*, John Wiley and Sons, 2012.

4. CUSTOMER EXPERIENCE MANAGEMENT

Course Objective: This module will explore the concept of customer experience management by critically exploring conceptual frameworks for understanding, measuring and managing it. Existing theories will be integrated to develop a holistic and managerially useful understanding of customer experience management.

Unit I : Introduction

CEM- Definition, benefits, Customer- Definition, lifecycle, Overview, Types of customer, customer experience-Theories and development, Managing Customer experience- customer experience manager, customer loyalty, Customer Effort Score (CES)- calculation, of CES, advantages of CES. Key drivers- definition and analysis. CEM Model- consumer psychology model, Stimulus- output- response model (S-O-R), Technology adoption model (TAM).

Unit II : Marketing in CEM

Customer Profile, Audience profile, Consideration set and awareness set in marketing, Brand Marketing-definition and strategies, Product centric marketing, psychographic in marketing, Usefulness and creating customer persona, mapping the customer journey, sales funnel stages. path to purchase model- touch points and overview.

Unit III : Customer Engagement Marketing

Client centric experience, customer-centric companies- culture ,customer centric sales, customer service culture, client engagement- model and strategies, customer engagement metrics and strategies, social media engagement. Functions of customer engagement manager.

Unit IV : Customer Loyalty & Retention

Customer Loyalty- types, analytics and solutions, customer loyalty loop-definition and model, Marketing funnel vs. Loyalty loop, measuring customer retention for a business, calculating net promoter score benchmarks.

Unit V : Internal Auditing

Internal auditing standards, internal auditor-Evaluating compliance, preparing reports, Making suggestions. Internal auditing software- audit management software and data analytic software.

Text Books

1. Ben Reason, LavransLøvlie, Melvin Brand Flu(2016).Service Design for Business: A Practical Guide to Optimizing the Customer Experience.Wiley
2. P. Klaus, (2014). Measuring Customer Experience: How to Develop and Execute the Most Profitable Customer Experience StrategiesHardcover– 2014.Palgrave Macmillan

5. ORGANISATIONAL DEVELOPMENT

AIM : To enable the students on the principles and practices of developing organizations. The specific areas covered are:

UNIT I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values
Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT III

O.D. Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

REFERENCE:

1. L Wendell, A Robert French, "Organizational, Development and Transformation", 2011.
2. Wendell L. French, Cecil H. Bell, "Organization Development: Behavioral Science Interventions for Organization Improvement", 6e, Pearson Education India, 1999.
3. Rosabeth Moss Kanter, "Change Masters", Free Press, 1985.

6. INDUSTRIAL RELATIONS AND LABOUR LAWS (LEGISLATIONS)

AIM: To familiarise the students with the knowledge of industrial relations and their impact on managing human resource.

UNIT - 1

Industrial Relations - Definition - Participants in Industrial Relations - The evolution of Industrial relations in India - Growth of Industrial Relations - Objectives of Industrial Relation - Approaches to Industrial Relations - Importance of Industrial Relations - Causes for Poor Industrial Relation-Effects of Poor Industrial Relations - Industrial Relations in India - Measures to improve industrial Relations

Trade Union movement – Definition - Meaning - Characteristics of Trade Union - Need for Trade Union - Nature and Scope of a Trade Union - Purpose of Trade Union – Objectives - Historical Evolution and Growth of Trade Unions in India - Functions of Trade Unions in the India - strength and weakness of Trade Unions - Essentials for success of a Trade Union.

UNIT 2

Industrial Conflict - Definition of a Dispute-Meaning - Nature of Conflict and its Manifestations - Causes of Industrial Conflicts-Form of Industrial Dispute-Strike-Types of Strike-Form of Disputes from the Employer-Industrial Dispute’s Preventive Machineries - Collective Bargaining – work committee – conciliation officer – board of conciliation – court of inquiry --Settlement of Industrial Disputes - Tripartite Bodies- labour court – industrial tribunal – national industrial tribunal.

Employees Grievances – Definitions - Importance of grievance system - Nature of Grievances - Need for a Grievance Procedure - The Causes of Grievances - Steps in Grievance redressal - Basic Elements of a Grievance Procedure - Pre-requisites of a Grievance Procedure - Model Grievance Procedure.

Unit 3

Collective Bargaining – Definition - Meaning and Concept - Nature of Collective Bargaining-Characteristics of Collective Bargaining - Types of Collective Agreement-Forms of Collective Bargaining - Type of Bargaining-Advantages of Collective Bargaining-Collective Bargaining at Different Levels - Collective Bargaining Process – Negotiations - Contract Administration-Pre-requisites for collective bargaining - Collective Bargaining in India.

Workers Participation in Management – Definition – Objectives of WPM-Actors of Wpm - Factors influencing WPM - Forms of workers’ participation in management - Workers’ Participation in Share Capital-Workers participation scheme-1983- Quality Circles-Self-Managing Work Teams-Essential Conditions for Successful Working of WPM.

UNIT 4

Social Security: Factories Act - Trade Union Act - Industrial Disputes Act - Workmen’s Compensation Act - Employees State Insurance Act (ESI Act) - Employees Provident Funds Act and Miscellaneous Provisions Act - Payment of Gratuity Act - Industrial Employment (Standing Orders) Act.

UNIT 5

Compensation: Minimum Wages Act - Payment of Wages Act - Payment of Bonus Act - Payment of Gratuity Act - Maternity Benefit Act - Labour and Employment Laws in India

REFERENCES:

1. Tripathi P.C, “Personnel Management and Industrial Relations”, 22e, Sultan Chand & Sons, 2013.
2. SubbaRao P, “Essentials of Human Resource Management and Industrial Relations”, Himalayan Books, 2011.
3. Kodeeswari K, Kubendran V, “Industrial Relations And Labour Laws” 1e, Himalaya Publishing House, New Delhi, 2015.
4. Kapoor N.D., “Elements of MERCANTILE LAW”, 37 Revised Edition, Sultan Chand & Sons, 2017.
5. Venkataphy R., Assisi Manacheri, “Industrial relations and labour legislation”, Adhithya Publishers, 2002.

7. TALENT MANAGEMENT

Course Objectives

- To make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization.
- To develop a conceptual understanding of the management of talents in the competitive environment.
- To understand how important is to develop and retain the best talents in the industry.
- To understand the concepts of competency and its usage in evaluating a person’s work

Unit:1 - Recruitment and promotions

Basics of Talent Management: Talent- talent management process, Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies - performance management, conducting performance reviews, Talent pool strategy- Competency based hiring, values and cultural fit, integrated talent management system

Unit: 2 - Talent Planning

Concepts, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning

Unit: 3 - Developing and Retaining Talent

Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; talent management information system

Unit: 4 - Competency mapping

Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, various competency models, how competencies relate to career development and organizational goals.

Unit: 5 - Assessment and Development Centre

concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , steps in assessment centre, designing the assessment centre. Assessment techniques at a glance: Management games , in basket exercises , role plays , written exercises, job simulations , individual presentations , psychometric tests , interviews ; documentation in atypical assessment centre; preparation of assessment centre report.

- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Presentation by students about the competency directory profiling of various positions.
- Presentation by students about the competency directory profiling of various positions.

REFERENCES :

1. Lance Berger, Dorothy Berger “The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People”, McGraw Hill Education, 2017.
2. Lyle M. Spencer, Signe M. Spencer, “Competence at Work: Models for Superior Performance”, Wiley India Pvt Ltd, 2008.
3. SeemaSanghi, “The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations”, Sage Publications, 2016

8. INTERNATIONAL FINANCIAL MANAGEMENT

Subject Description:

IFM describes the international financial environment, foreign exchange and derivatives market, managing foreign exchange risk, foreign Investment analysis and the ways to managing multi national working capital management.

Objectives:

On successful completion of the course the students must be able to

1. Understand International Financial Environment
2. Understand the operations of foreign exchange derivatives market
3. Manage the foreign exchange risk
4. Analyse the foreign investment proposals
5. Manage the working capital of MNCs .

UNIT I:

IFM Environment

MNC and Multinational Financial Management – The determination of Exchange rates- the international monetary system- parity conditions in international finance and currency forecasting – The balance of payments and international economic linkage.

UNIT II:

Derivative Management and Foreign exchange Risk Management

The foreign exchange market – currency futures and options market- swaps interest rate futures. Managing Transaction and translation exposure- Measuring and managing economic exposure.

UNIT III:

Financing MNCs

International financing and capital markets-Euromarkets, – the cost of capital and foreign investments.

UNIT IV:

Foreign Investment Analysis

International portfolio investment-corporate strategy and Foreign Direct investment- Capital budgeting for MNCs

UNIT V:

Multinational Working Capital Management

Financing foreign trade - Current Asset management and short term financing – managing multinational financial system-Foreign Exchange Management Act.

REFERENCES :

1. Alan C. Shapiro, “Multinational Financial Management”, Wiley, 2012
2. CheolEun, Bruce G. Resnick, “International Financial Management”, McGraw-Hill Higher Education, 2009.
3. Maurice D. Levi, “International Finance”, Routledge, 2009.
4. M.Y. Khan, P. K Jain, “Financial Management”, McGraw Hill Education, 2017.

9. COST MANAGEMENT

UNIT I

Introduction to cost management and basic cost management concepts. A Systems framework; factors affecting cost management; cost assignment: Direct tracing and allocation - Functional -based and Activity -based cost management systems.

UNIT II

Cost Behaviour-Basics- Resources. Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost Behaviour.

UNIT III

Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process - single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department.

UNIT IV

Decentralisation and Responsibility Accounting Performance Evaluation-Investment Centers - Transfer pricing - Setting transfer prices.

UNIT V

Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system.- Activity Based Management -The Balanced Scorecard- strategic based control.

REFERENCES :

1. Guan . I lansen and Mower, Cost Management, Southern Cengage learning
2. Srikant M. DatarMadhav V. Rajan, Horngrens Cost Management. A global Emphasis, Pearson; 16 edition (29 May 2017)
3. Atkinson and Robert Haplan, Advanced management Accounting, Pearson India (2015)
4. Jawaharlal, Cost Management, Tata McGraw Hill 2008.
5. Hongren , Sundem, Introduction to management accounting, Prentice Hall of India

10. DERIVATIVES MANAGEMENT

UNIT -1:

An Introduction to Future and Options as Derivatives Instruments

Types of derivative instruments -Forward Contracts – Future contracts – Futures in india – Options – Options in India – Option on Futures – Forward rate – Agreements – Swaps – Factors Contributing to the growth of derivatives- Participants in the futures and options market – Social economic benefits of futures and options – Requirements of a successful derivatives market.

UNIT -2:

Introduction – what drives the stock market – Translating market signals into timing signals – Regulatory framework – Trading members, Clearing members and clearing house – Trading systems- Standardisation of derivatives contracts and other basic concepts.

UNIT -3:

Stock futures

Introduction – Advantages of stock futures – Pricing stock futures and arbitrage- Participants in stock future market- Reasons for hedging- Basic trading strategies using stock futures – Advanced trading strategies using stock futures.

UNIT – 4:

Stock index futures

Introduction- Stock indices in the stock market- Index futures contracts in India – Cost of carry models for stock index futures – Index arbitrage and program trading – hedging price risk with stock index futures – Convergence of cash and futures prices.

UNIT – 5:

Stock Index futures trading strategies

Introduction-trading index futures vs individual stocks-hedging with stock index futures-which index futures contract to use-hedging strategies- portfolio insurance-speculation with index futures-arbitrage with stock index future contracts – spread strategies in index futures- interest rate future-mechanism- recent trends in derivatives market in India

REFERENCES:

1. John .C. Hull, Options, Futures, and Other derivatives, Pearson Education India; Ninth edition (25 May 2016)
2. Robert A. Strong, Derivates, Cengage learning.
3. S.L. Gupta, Financial Derivates, Prentice Hall of India.
4. D.C. Patwani and AnshalBhangava, Options and futures, Jai co
5. N.D. Vora and Baghri, Options and Future, Tata McGraw Hill.

11. E-MARKETING

UNIT I

e-Marketing challenges and opportunities; e-business models; Customers in the 21st Century; Market Segmentation; Consumer Navigation behaviour.

UNIT II

e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing-mix; database marketing.

UNIT III

e-Marketing information system; Marketing knowledge; marketing data collection [intelligence]; internet based research approaches; marketing databases and data ware houses; data analysis.

UNIT IV

Product adoption and Product life cycle; Customer value online : Branding, Labeling, Online benefits; new Product strategies; new product trends; Pricing; intermediaries; distribution channels; direct selling.

UNIT V

Integrated marketing Communication; Communication strategies; net as a medium; building customer relationship; CRM.

REFERENCES :

1. **Judy stratus , Raymond frost, E- Marketing, T&F/Routledge; Latest Edition edition (2016).**
2. **Rafi Mohamaed, Robert j. Fisher , Bernad J, jacowiski, Internet Marketing, Tata McGraw Hill , New Delhi.**
3. **Ravi Kalakota , Andrew B. EWhitson, Electronic commerce, Pearson Publication.**
4. **Schinderand Perry, Electronic commerce, Thomson learning.**
5. **Albert Napier, Creating and Willing E – business, Vikas publication.**

12. TOTAL QUALITY MANAGEMENT

Aim

To introduce the concept of quality in production including total quality in business Management.

UNIT I

Total quality management – concepts – quality management in retrospect – evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality.

Total Quality :- Value & Differential advantage

UNIT II

Pillars of Total quality management – Strategic thinking and planning, the starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM. Attitude & involvement of top management.Organizational implications.

UNIT III

Total quality models – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.

UNIT IV

Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.

UNIT V

Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO 9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality.

REFERENCES :

1. Bharat Wakhlu, Total Quality Management.
2. Bester Field, Total Quality Management, Pearson Education India; 4 edition (2015).
3. Bill Creech, Five Pillars of Total Quality Management, Plume; Reprint edition (1 December 1995).
4. Joseph and berk, Total quality Management, Butterworth-Heinemann (30 June 2000).
5. Stephen George, TQM strategies and Techniques, John Wiley & Sons; 2nd Revised edition edition (11 March 1998).
6. R.P Mohanty and R.r .Lakhe, TQM in service sector, jaico Publishing House; First edition (28 August 2001).

13. SUPPLY CHAIN MANAGEMENT

Aim

To familiarize the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods.

UNIT I

Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.

UNIT II

Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub contracting – Purchase insurance – Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.

UNIT III

Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision. Ware housing and store keeping – Strategies of ware housing and store keeping – Space management.

UNIT IV

Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.

UNIT V

Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence. Best practices in Supply Chain Management – Organizational issues to implement SCM.

REFERENCES :

1. B.S. Sahay, Supply Chain Management for global competitiveness, Macmillan India Limited 2004
2. Sunil chopra and Peter Meindal, Supply chain management strategy planning and operations, Prentice Hall of India , 3rd edition , 2007.
3. SimchiLevi ,Kaminsky and Simchilevi, Designing and managing the supply chain : concepts , strategies, and case studies, Tata McGraw Hill 2nd edition , New Delhi 2007.
4. Robert B. Handfield and Ernest L. Nichos .J.R, Introduction to supply chain management, Prentice Hall of India, New Delhi.

14. BUSINESS PROCESS RE-ENGINEERING

Course Objective: Understand what and how business processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes.

UNIT I : Introduction

Definition, Basic Keywords, The need for BPR, Advantages, Constraining Factors,Challenges. BPR Life Cycle Methodology,The BPR Lifecycle Methodology, Guidelines for BPR steps, Extensive Case Studies

UNIT II : BPR and KPIs

KPIs Definition, Measuring KPIs, Methodologies -Common Assessment Framework (CAF), Balanced Scorecards, Introduction to Lean & Scrum methodologies, Basic principles, Relation to BPR.

UNIT III : Role of IT in BPR

IT and BPR, Enterprise Architectures, BPM and BPR supportive Systems, Case Studies BPR, Model and Simulation – Theory and Practice, Process Modeling, Notations, Case Studies, BP Modeling and Simulation of Processes, Case Studies and Toolkits

UNIT IV : Business Models & Innovation

Business Models, Web 2.0, Innovation Management, How specific methods are applied in BPR, Change Management & BPR, The Power of Habit in organizations. The role of eLearning environments. How gaming applications can facilitate BPR.

UNIT V : Research & Practice Perspectives in BPR

Discussion on research challenges, and practice challenges for industry and governments, BPR Demonstrations, Discussions on case studies from COCKPIT, Service, Cost-GIC Demo, Governments and Industry cases

REFERENCES :

1. Davenport (1993), Reengineering work through information technology, Harvard Business School press.
2. Hammer and Champy 1993, Reengineering the cooperation : A manifesto for business revolution, Harper Business books.
3. Hammer and Stanton, The Reengineering Revolution, HarperCollins. London.
4. Hansen, Automating Business process Reengineering, Prentice Hall.
5. Johansson, McHugh, Pendlebury & Wheeler, Business Process Reengineering Break point strategies for Market Dominance, Wiley Publications.

15. DISASTER MANAGEMENT

UNIT – 1

Disaster and Development: Nature, Humanity and Development – Hazards and Disasters – Dimensions and Typology of Disasters – Public Health and Disasters.

UNIT – 2

Disaster Prevention and control : The Role of the UN in Complex Emergencies – The Coordination and Leadership Context of the UNDMT – International Agencies for Disaster Response – National Disaster Management : India.

UNIT – 3

Disaster Risk Analysis and Management : Disaster Mitigation – Coordination – Disaster Preparedness and Planning – Disaster Risk Assessment – Information Management and Dissemination – Disaster Rehabilitation – Futuristic Sustainable Measures in Disaster Management.

UNIT – 4

Strategies to cope with Natural disasters : Floods – Earth quakes and Landslides – Cyclones and Thunderstorms – Tsunami – Drought – Heat wave and Sandstorms – Cold wave and extreme cold.

UNIT – 5

Strategies to counter manmade disasters : War and Terrorism – Stampede, Riots and Demonstrations – Residential and Industrial Fires – Transportation Accidents – Nuclear Power Accidents – Hazardous Materials and Toxic Emission – Utility failure.

REFERENCES :

1. SathishModhn, Introduction to Disaster management, Laxmi Publications (2009).
2. SathishModhn, Citizen guide to disaster management, Laxmi Publications; First edition (2006).

16. ENTREPRENEUR DEVELOPMENT

Goals :

To enable the students to develop the achievement motivation and to develop entrepreneurial competency.

Objectives:

On successful completion of the course the students will be able to understand

- the concept, characteristics and role of entrepreneur
- the need for developing rural entrepreneurship
- the impact of government actions in entrepreneurship development.
- the factor that motivate the people go for their own business.
- the opportunities available for adapting for entrepreneurs career

UNIT I:

Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial – environment, Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organizations is promoting entrepreneurs - Forms of business for - entrepreneurs.

UNIT II:

Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

UNIT III:

Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

UNIT IV:

Innovation in business – the big picture – the IQ-Innovation Quotient-stepping off the cliff-establishing environments for creativity-cycling worlds-creating the climate-taking risks, failing and being OK. Innovation and the Market- Assessing the risk- The Innovation Process-Where are we now?-The Diagnosis-The Consultation of Group-Selecting a strategy-preparing the organization-setting up the Investment.

UNIT V - Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

REFERENCE:

1. Robert D. Hisrich, Mathew J Manimala, Michael P Peters, Dean A Shepherd, “Entrepreneurship”, 9e, McGraw Hill Education, 2014.
2. Peter F. Drucker, “Innovation and Entrepreneurship”, Harper Collins, 2009.
3. Robin Lowe, Sue Marriott, "Enterprise: Entrepreneurship and Innovation: Concepts, Contexts and Commercialization" 1e, Routledge, 2012.
4. John Bessant, Joe Tidd, “Innovation and Entrepreneurship”, 2e, Wiley India Private Limited, 2012.