

PONDICHERRY UNIVERSITY

SCHOOL OF MANAGEMENT

DEPARTMENT OF MANAGEMENT STUDIES

MBA Course Structure

**(Passed by BOS for 2011-2012 and
onwards)**

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COURSE STRUCTURE OF M.B.A. PROGRAMME IN PONDICHERY UNIVERSITY

MBA COURSE STRUCTURE					
SEMESTER – I			SEMESTER – II		
Subject	Credit	Marks	Subject	Credit	Marks
Management Processes	3	100	Project Management	3	100
Organisational Behaviour	3	100	Financial Management	3	100
Managerial Economics	3	100	Operations Research	3	100
Accounting for Managers	3	100	Business Law	3	100
Statistics & Research Methodology	3	100	Marketing Management	3	100
Business Environment	3	100	Operations Management	3	100
Communication skills workshop	2	50	Human Resources Management	3	100
Systems skills workshop	2	50	Management Information Systems	3	100
Comprehensive Viva-Voce	2	50	Comprehensive Viva-Voce	2	50
Total	24	750	Total	26	850
SEMESTER – III			SEMESTER – IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	3	100	Public Systems Management	3	100
Business Ethics & Corporate Governance	3	100	Functional Electives (4)	12	400
Quality Management	3	100	Project Work (10 Weeks) (150 Marks for thesis + 50 marks for Project Viva)	5	200
Management Control Systems	3	100	Comprehensive Viva-Voce	2	50
Functional Electives (4)	12	400			
Summer Projects (8 Weeks) (100 Marks for thesis + 50 Marks for Project Viva)	4	150			
Comprehensive Viva-Voce	2	50			
Total	30	1000	Total	22	750

Total Number of Credits : 102
 Total marks : 3,350
 Total Number of theory paper : 27
 Total Number of Skills development workshop: 2
 Total Number of Comprehensive Viva : 4
 Number of projects : 2

M.B.A. (REGULAR) DEGREE PROGRAMME

REGULATIONS (2011-12 onwards)

1. Duration of the Course: 2 Years

For the M.B.A. Programme Offered on the University Department:

1. **Examinations:** End semester examinations only under CBCS Scheme comprising of external question paper setting and double evaluation by the course teacher and an external examiner for each subject excepting in work-shop based subjects; in the workshop-based subjects the assessment is continuous and internal. If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert from the University and the mark awarded by that expert will be the final.
2. **Proportion of marks between internal assessment and end-semester evaluation for subjects is 40:60 while it is fully internal for the workshop based subjects.**
3. **Guidelines for awarding mark for project works:**

Summer Project:

Marks for Project awarded by the Guide: 100 Marks
Marks for Project Viva awarded by the Guide & Co-examiner: 50 Marks
[The co-examiner is one of the faculty members of the department]

IV Semester Project:

Marks for Project awarded by Guide: 150 Marks
Marks for Project Viva awarded by External Expert: 50 Marks

4. **Passing Requirement:** The student should have a minimum of 50% marks in University Examination and a minimum total of 50 % marks in Internal and University Examinations put together in theory subjects. Wherever there is no internal component, the student should have a minimum of 50% marks in the University Examination.

5. **Question paper pattern:**

Time: 3 Hours

Maximum Marks: 100

PART A: 6 × 5 = 30 Marks

Answer any SIX Questions out of TEN Questions

Question 1 to Question 10

PART B: 5 × 10 = 50 Marks

Question 11 or Question 12

Question 13 or Question 14

Question 15 or Question 16

Question 17 or Question 18

Question 19 or Question 20

PART C (1 × 20 = 20 Marks)

Question 21: COMPULSORY (Case/Problem depending upon the subject)

Note: For answers, the following are the prescribed word limits.

5 marks – maximum 50 words

10 marks – maximum 200 words

20 marks – maximum 300 words

6. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

a) Two years under the new regulation which will come into effect from July 2011

b) **Old Regulation Students:** *who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)*

i) Batches completed on or before April 2008 should pass all the subjects on or before April 2010

ii) Batch admitted during July 2009 should pass all the subjects on or before April 2013

iii) Batch admitted during July 2010 should pass all the subjects on or before May / June 2014 as the case may be depending upon the announcement of the results

7. Guidelines to deal with attendance shortage of the students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

For the M.B.A. Programme Offered in Affiliated Colleges:

1. **Examinations:** Question paper setting, and valuation(double valuation) will be fully taken care of by the Controller of Examinations Office, Pondicherry University. However, in the workshop-based subjects the assessment is continuous and internal.

The panel of Question Paper setters and the panel of Examiners for evaluation will be suggested by the University Department.

If the difference between the two valuations is more than 15%, the script will be evaluated by a third subject expert and the mark awarded by that expert will be the final.

2. **Proportion of marks between internal evaluation and external evaluation for subjects: 25:75**

3. **Guidelines for awarding marks for project works:**

Summer Project:

Marks for Report awarded by the Guide:	100 Marks
Marks for Project Viva awarded by the External expert	50 Marks

IV Semester Project:

Marks for the Report awarded by the Guide:	150 Marks
Marks for Project Viva awarded by the External Expert:	50 Marks

Passing condition:

The student should have a minimum of 38 marks out of 75 in the University Examination and a minimum total of 50% marks in Internal and University Examinations put together in each of the subjects. Wherever there is no internal component as in Project viva for Semester IV project, the student should have a minimum of 50% marks in the project viva Examination. For workshop based subjects, the passing minimum is 50% of the internal assessment carried out on continuous basis.

4. Question paper pattern:

Time: 3 Hours

Maximum Marks: 100

PART A: 6 × 5 = 30 Marks

Answer any SIX Questions out of TEN Questions
Question 1 to Question 10

PART B: 5 × 10 = 50 Marks

Question 11 or Question 12
Question 13 or Question 14
Question 15 or Question 16
Question 17 or Question 18
Question 19 or Question 20

PART C (1 × 20 = 20 Marks)

Question 21: COMPULSORY (Case/Problem depending upon the subject)

Note: For answers, the following are the prescribed word limits.

5 marks – maximum 50 words

10 marks – maximum 200 words

20 marks – maximum 300 words

5. Maximum number of years permitted after completion of Semester IV to write arrear subjects:

a) Two years under the new regulation which will come into effect from July 2011.

b) **Old Regulation Students:** *who have arrears for many years after completing the programme, that is after 2 year of stay (A cut-off date to permit them to write arrear subjects)*

- i) Batches completed on or before April 2008 should pass all the subjects on or before April 2010
- ii) Batch admitted during July 2009 should pass all the subjects on or before April 2013
- iii) Batch admitted during July 2010 should pass all the subjects on or before April 2014

6. Guidelines to deal with attendance shortage for students:

The students are permitted to proceed to the succeeding semesters without break. Under this scheme, the students should repeat the semester in which shortage occurred after completing the last semester (Semester-IV).

SEMESTER I

SEMESTER I

LIST OF CORE PAPERS

Title of the Paper	Code
MANAGEMENT PROCESSES	MBA(5101)
ORGANISATIONAL BEHAVIOUR	MBA(5102)
MANAGERIAL ECONOMICS	MBA(5103)
ACCOUNTING FOR MANAGERS	MBA(5104)
STATISTICS & RESEARCH METHODOLOGY	MBA(5105)
BUSINESS ENVIRONMENT	MBA(5106)
COMMUNICATION SKILLS WORKSHOP	MBA(5107)
SYSTEMS SKILLS WORKSHOP	MBA(5108)
COMPREHENSIVE VIVA-VOCE	MBA(5109)

MANAGEMENT PROCESSES

OBJECTIVES:

- Providing conceptual understanding of management concepts
- Familiarising the students with the contemporary issues in management
- Enable them to apply the concepts in the management organization

METHODOLOGY:

Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT-I

Nature of Management – Tasks of a Professional Manager - Social Responsibilities of Business – Manager and Environment – Systems Approach to Management – Levels in Management – Managerial Skills.

UNIT-II

Planning – Steps in Planning Process – Scope and Limitations – Short Range and Long Range Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management by Objective (MBO) – Policies and Strategies – Scope and formulation – Decision Making – Techniques and processes.

UNIT-III

Organising – Organisation Structure and Design - Authority Relationships – Delegation of Authority and Decentralisation – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organisational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organisation.

UNIT-IV

An Overview of Staffing and Directing functions – Controlling – Prerequisites of Control Systems – Control Process – Methods, Tools and Techniques of Control – Design of techniques – Choices in Control.

UNIT-V

Comparative Management Styles and approaches – Japanese Management Practices – Organisational Creativity and Innovation – Management of Innovation – Entrepreneurial Management – Benchmarking – Best Management Practices across the world – Select cases of Domestic & International Corporations – Management of Diversity.

TEXT BOOKS:

1. Koontz & Weirich, “Essentials of Management: An International perspective”, 8th Edn. Tata McGraw-Hill, New Delhi, 2009.
2. Koontz H. “ Essentials of Management 5E, Tata McGraw-Hill, New Delhi, 1994.
3. Stephen P. Robbins & David A. Decenzo, “ Fundamentals of Management”, Pearson Education, New Delhi, 3rd Edn. 2001.

REFERENCES

1. Tim Hannagan, “Management concepts and Practices”, Mac Millan India Ltd.1997.
2. Sarah cook, Practical Bench Marking: A manager’s guide to creating competitive advantage, London, Kogan Page 1995
3. Peters. T and Waterman, R. “In search of excellence, Random House, New York 1982
4. Hamel G. and Prahlad C.K., “Competing for future” Cambridge, Mass: Havard Business school press, 1994.
5. Heracleous.L and Devoqe, S., “Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
6. Bateman Snell, “Management: Competing in the new era”, McGraw Hill Irwin, 2002.
7. Thite, M. “Managing People in the New economy”, Sage publications, New Delhi. 2004

WEB RESOURCES:

www.shrm.org

www.shrmindia.org

www.ipma-hr.org

www.ahrd.org

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

ORGANISATIONAL BEHAVIOUR

The success of a manager to contribute to the achievement of organizational goals is through the others. That depends on how effective the manager-person is able to understand and work on social-entity reality of an organization. In order to be successful, managers need to understand why people behave the way they do in organizations both as individuals and in groups, and also be able to apply their understanding in the dynamics of the workplace.

OBJECTIVE:

To understand and appreciate the fact that why & how of human behavior in organizations is critical for its success and to orient the managers-to-be to develop people skills to make and run the work-place effective, innovative and stake-holder centric

METHODOLOGY:

The subject coverage goes with, among others, lectures, interactive discussion sessions, case-studies, experiential inputs of practitioners, observations, role-play and presentations; the students will have the assessment – element wise;

UNIT-I

Organisational Behaviour: Introduction, Definition, Nature & Scope; Basic Concepts of OB. including, Behaviour – Individual & organizational, and Self Image [includes discussion on self esteem & self efficacy]; Introduction to the theoretical constructs and models of Organisational Behaviour.

UNIT-II: Individual Behaviour – Components

Perception and Learning; Personality and Individual Differences; Motivation – Content & Process Theories of Work Motivation - and Job Performance; Personal Values, Attitudes and Beliefs; Conflicts & Stress – Concept, why and how & Management

UNIT-III: Group Behaviour

Group Dynamics & Determinants of Group Culture; Group Decision Simulation; Team Orientation; Leadership; Power and Politics in Organizations

UNIT-IV: Organizational Dimensions

Organisational Structure & its influence on personnel behaviour in organizations; Organisational Climate and Culture; Creating a culture for Innovation & Creativity; Organisational Change and Development

UNIT-V: Trends & Research in OB

Trends in Organisational Behaviour; Consciousness, conscience management, ICT & its influence on behavioural dimensions; Gen Next orientation; Relationship Orientation for improved productivity & lack of formal authority; Research Issues in Organisational Behaviour – Organizational Vision & employee alignment with vision; Gender Sensitivity, Competency Levels & Behavioural Dimensions; Re-visiting motivational theoretical constructs and such other contemporary issues such as Culture based influences in International OB and Communication in global environment (organizations)

TEXT BOOK:

1. Fred Luthans, ORGANISATIONAL BEHAVIOUR, 11th Edition, Tata McGraw Hill, New Delhi.
2. Christopher Grey, A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Organizations, 2nd Edition, University of Warwick

REFERENCES

1. Robbins: Organizational Behavior:[International Edition 11], Prentice Hall
2. Michael Drafke, Human Side of Organizations [International Edition 10], Pearson Education, New Delhi.
3. R.S. Dwivedi: HUMAN RELATIONS AND ORGANISATIONAL BEHAVIOUR, 5th Edition, Macmillan India Limited, New Delhi.
4. Hellriegel, Slocum & Woodman: ORGANISATIONAL BEHAVIOUR, Thomson South-Western, New Delhi.
5. Joseph E. Champoux: ORGANISATIONAL BEHAVIOUR – ESSENTIAL TENETS, South-Western College Pub.
6. Mcshane and Van Glinow, ORGANIZATIONAL BEHAVIOUR.5th Edition, Tata McGraw Hill, New Delhi,
7. Robbins, Stephen P (1990) Organisational Behaviour: Concepts Controversies and Applications, Prentice Hall, New Delhi.

Suggestion: Some of the books indicated above may also be available in pdf format for free down-loading

WEB RESOURCES:

www.obweb.org

http://www.indianchild.com/organizational_behavior.htm

www.obmnetwork.com

<http://onlinelibrary.wiley.com/journal>

http://www.elsevier.com/wps/find/journaldescription.cws_home/

www.mbti.com

www.humanmetrics.com

www.quickmba.com

<http://www.thinkingmanagers.com/>

www.mindtools.com

www.studygs.net

ILLUSTRATIVE EXERCISE:

- In this course, much of your time will be spent in group interaction. Groups will be created (by the instructor) in week 3 and given class time to become familiar with each other. Then, in weeks 5, 7, and 9 each group will participate in a different type of in-class exercise. The group will be given specific questions, either drawn from the textbook or provided by the instructor, and given approximately 24 hours to respond, in writing, to the assigned questions. Each assignment is worth 5% and the group grade will be shared equally by each member. Additional details will be provided in class. *(Ex. Each group to pick an industry sector and present a case-study of a company from the respective industry sector during class sessions (case study can either be selected by the group / provided by the moderator))*
- Book Project Assignment to be done in teams
- Individual / team based role-play exercises to demonstrate the working of certain concepts

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

MANAGERIAL ECONOMICS

OBJECTIVE:

- This course is intended to provide a basic foundation on the principles of managerial economics and to demonstrate the application of economic theory to business decisions.

METHODOLOGY

Class sessions comprise a mixture of lectures, interactive discussions, case presentations, and problem solving. In addition to in-class exams and homework assignments, each student will undertake a short econometric project.

UNIT-I

General Foundation of Managerial Economics – Economic approach, Circular flow of activity, Nature of the firm, Forms of organizations, Objectives of firms – demand analysis and estimation – Individual, market and firm demand, Determinants of demand, Elasticity measures and business decision making, Demand estimation and forecasting – Theory of the firm – Production functions in the short and long run, Cost concepts. Short run and long run costs.

UNIT-II

Product Markets – Market Structure, Competitive market, Imperfect competition and barriers to entry, Pricing in different markets – Recourse Markets – Pricing and Employment of inputs under different market structures, Wages and wage differentials.

UNIT-III

Principles of Economic decision-making – Concept of Required Rate of Return – Annual – cost and Annual-worth Comparisons – Present-worth analysis – The Cost of Capital, Economic Life, Replacement Economy – Analysis of risk and uncertainty.

UNIT-IV

Introduction to National Income Accounts – Models of National Income Determination – Economic Indicators; Technology and Employment – Issues and Challenges; Business and Government.

UNIT-V

Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Fiscal and Monetary Policies; Industrial Finance – Money Market, Capital market and Institutional Finance.

TEXT BOOKS:

1. Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New Delhi.
2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi.

REFERENCES

1. Peterson, HC and W.C.Lewis, MANAGERIAL ECONOMICS, Prentice-Hall of India, New Delhi.
2. Riggs, J.L. MANAGERIAL ECONOMICS, McGraw-Hill, New Delhi.
3. Stiglitz J., PRINCIPLES OF MICROECONOMICS, Norton Publishers 2nd Edition, 1998.
4. Joel Dean, Managerial Economics, Himalaya Publishing house, New Delhi.

WEB RESOURCES

1. www.wareseeker.com/free-managerial-economics-tutorials
2. www.managementstudyguide.com
3. www.managementparadise.com
4. www.referenceforbusiness.com
5. www.debunkingeconomics.com
6. www.economywatch.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

ACCOUNTING FOR MANAGERS

OBJECTIVES

- To acquaint the students with the fundamentals principles of financial, cost and management accounting.
- To enable the students to prepare, analyse and interpret financial statements.
- To enable the students to take decisions using management accounting tools.

METHODOLOGY FOR COVERING SYLLABUS

- 1) Class Room teaching of each of the units followed by regular exercises and surprise tests.
- 2) One practical assignment on ‘Accounting for SBEs’ and its presentation by students.
- 3) Case Study - Analysis of Company Annual Report & application of marginal costing
- 4) Training on Tally Package

UNIT-I

Book-keeping and Accounting – Meaning – Definition – Objectives of Financial Accounting – Branches of Accounting : Financial, Cost and Management Accounting – Accounting Concepts and conventions – journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems) – Accounting Standards – Groups interested in Accounting Information – An Introduction to Tally Package – salient features – types of vouchers – reports generated by Tally.

UNIT-II

Capital and Revenue Expenditure – Deferred Revenue Expenditure – Capital and Revenue Receipts – Depreciation – Definition – Causes – Necessity of providing for depreciation – Methods of Calculating Depreciation: Straight Line Method and Written Down Value Method – Problems.

UNIT-III

Financial Statements – Meaning – Types of financial Analysis – Techniques of Financial Analysis – Ratio Analysis – Profitability Ratios – Coverage Ratios – Turnover Ratios – Financial Ratios – Ratios to Financial Statement (problems) – uses and limitations of Ratio Analysis – Funds Flow Analysis (simple problems) – uses and limitations – Cash Flow Analysis (simple problems) – uses and limitations – Difference between funds flow and cash flow analysis.

UNIT-IV

Marginal costing – assumptions – Cost Volume Profit Analysis – Breakeven Analysis – Key Factor – Profit Planning (problem) – Decisions involving Alternative Choices: Determination of sales mix, Exploring new markets and Make or Buy decisions (Problem for case study)

UNIT-V

Concept of cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing.

TEXT BOOKS:

1. N. Vinayakam & B. Charumathi: Financial Accounting, S. Chand
2. S.N. Maheswari: Management Accounting, Sultan Chand

REFERENCES

1. Hingorani, Ramanathan & Grewal: Management Accounting, Sultan Chand
2. R.N. Anthony: Management Accounting – Text and cases, Irwin
3. B.K. Bhar: Cost Accounting, Academic Publishers
4. H.G. Guthman: Analysis of Financial Statements, Prentice Hall

WEB RESOURCES

1. www.accountingformanagement.com
2. <http://www.business.com/directory/accounting/software/>
3. www.icaai.org
4. www.icsi.edu
5. www.icwai.org

ILLUSTRATED EXERCISES

1. Tally practical record and examination – 15 marks
2. Practical assignment on Accounting by Small Business Enterprises and presentation of the same in the class – 5 marks
3. Submission of assignment on IFRS and accounting standards – 5 marks
4. Brain storming session on Emerging Trends in Accounting – 5 marks

STATISTICS AND RESEARCH METHODOLOGY

OBJECTIVES

- To enable the students to know about the information needs of Management.
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry.
- To introduce the Statistical Tools of Data Analysis and
- To enable them to conduct a Group Research Study and prepare the report.

METHODOLOGY

The methodology is predominantly by Problem Solving, lecture mode and case discussion, complemented with a mini-project work. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course.

UNIT-I

INTRODUCTION: Definition of Research, Research Problems in Management, *Types of Research* – Exploratory Research, Conclusive Research, Modeling Research, Research Process, Types of Hypotheses, Types of error, Statistical experiment and its design.

Types of data, *Primary data collection* – observation method, personal interview, telephonic interview, mail survey, questionnaire design, Sources of Secondary data, Frequency distribution, Cumulative frequency distribution, Charts.

UNIT-II

Types of Scale, *Scales for Stimuli* – Thurstone's Case-V Scale model, Osgood's Semantic differential scale, *Scaling Respondents*- Likert scale, Q-sort scale.

Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. *Basic statistical measures*- mean, median, mode, standard deviation, co-efficient of variation

Probability- definition, Approaches to probability, Conditional probability, *Probability distributions*- Binomial; Poisson; Uniform; Exponential; Normal.

UNIT-III

Point and Interval Estimates of Means and Proportions; *Testing of Hypothesis* – One sample and Two Samples Z & t tests for means and variances, *Chi-Square Test*- for testing independence of categorized data; goodness of fitness test, Time series analysis.

Non-parametric tests – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression.

ANOVA – Completely Randomized Design, Randomized Complete Block Design, Latin Square Design, Factorial Design.

Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

TEXT BOOKS:

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004
2. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)

REFERENCES:

1. Cooper and Schindler, Business Research Methods, Tata McGraw Hill, New Delhi, 2006.
2. Boyd, Westfall & Stasch, Marketing research Text & Cases, AITBS, New Delhi 2004.
3. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
4. Festinger. L & D. Katz: RESEARCH METHODS IN BEHAVIOURAL SCIENCE.
5. Sellitz., et al: RESEARCH METHODS IN SOCIAL RELATIONS, John Wiley, London.

MAGAZINES & OTHER REFERENCES

1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (*Official web site of Federation of Indian chambers, Commerce and Industry*)
3. www.ibef.org (*Official web site of India Brand Equity foundation, a subsidy of CII*)
4. www.ncaer.org (*National Council of Applied Economic Research – Govt. of India data resource*)

WEB RESOURCES:

1. www.stat.tutorials.com (*Statistics tutorials including worked examples using softwares like SPSS*)
2. www.analyzemath.com/statistics.html (*Statistics tutorials*)
3. www.burns-stat.com/pages/tutorials.html (*Statistics tutorials*)
4. www.spss.com
5. www.search.ebscohost.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

BUSINESS ENVIRONMENT

OBJECTIVES:

- To acquaint students with the issues of domestic and global environment in which business has to operate.
- Provide an understanding of the role of business in society.
- To relate the Impact of Environment on Business in an integrative manner.
- To enable students read, research and discuss the issues through written papers, presentations and role plays in class seminars.

METHODOLOGY:

Lectures, Case Studies and Field works

UNIT-I

- The global transformation of organizations and Economic systems.
- Social, political and economic consequences of globalization.
- Economic Systems – Capitalism, Socialism, Communism and Mixed-Economic System.
- Geopolitics, trade blocs.
- Business and Society in India.

UNIT-II

- Management Structure - Family Management to Professionalism.
- Economic & Business Development and Environmental Issues.
- Special Economic Zone, Outsourcing.
- Sustainable development.

UNIT-III

- Liberalization, Privatization, Globalisation, Competition and an overview of WTO.
- International Relations - MNCs - Foreign Capital and Collaboration.
- The Capital Market Scenario.
- Natural Resources and Economic Development - Land, Forest, Water, Minerals.

UNIT-IV

- Infrastructure:
 1. Economic Infrastructure: Energy, Power, Transport, Communication, Science and Technology.
 2. Social Infrastructure: Education, Training and Development, Demographic Issues.
 3. Political Infrastructure: Constitution, Electoral Issues, Democracy and its Cost.

UNIT-V

- Global Challenges.
- Global Trends in Business and Management.
- Trends in Indian Industry.
- Future Perspective of Indian Industry and Management.

FIELD BASED ASSIGNMENT:

Individually, students need to study industry of their choice by visiting few organizations within the chosen industry and present an overview of the industry.

REFERENCES:

A. Text Books:

1. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.
2. Francis Cherunilam: Business Environment, Himalaya Publishing House, New Delhi.

B. Additional References-Books:

1. Rudder Dutt and Sundharam, K.P.M.: Indian Economy, S. Chand & Company Limited, New Delhi.
2. Misra, S.K. and Puri, V.K.: Economic Environment of Business, Himalaya Publishing House, New Delhi.
3. Keith-Davis & William Frederick: Business and Society, McGraw- Hill, Tokyo.

C. Magazines & Other References:

1. Survey of Indian Industry – published every year
2. Magazines & Journals – The Economist, The Week, Harvard Business Review, Indian Management, Economic and Political Weekly, India Today, Business Today, Business World, Outlook, Computers Today, Daily Business and General News Papers, Etc.
3. TV programmes on business and environment
4. Others: Various publications such as reports, surveys, studies on business and management.

D: Web Resources

1. <http://www.wikipedia.org>
2. <http://www.allbusiness.com>
3. <http://www.ehow.com>
4. <http://www.quickmba.com>
5. <http://www.businessballs.com>
6. <http://www.earth.columbia.edu>
7. <http://www.sustdev.org>
8. <http://data.worldbank.org>
9. <http://www.rbi.org.in>
10. <http://www.goidirectory.gov.in>
11. <http://www.businessdictionary.com>
12. <http://www.business-definition.info>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

COMMUNICATION SKILLS WORKSHOP

No. of Credits: 2

OBJECTIVES:

- To understand the communication process in an organization
- To sharpen the communication skills – both oral and written - of the learner
- To simulate real-world business communication contexts and communicate effectively
- To facilitate experiential learning through use of role plays, presentations and so on.

METHODOLOGY:

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I COMMUNICATION FOUNDATIONS

Communication model – relevance and types of managerial communication – communication barriers – ethical communication

Professionalism in communication – team communication, meetings, listening, non-verbal communication

UNIT-II BUSINESS WRITING

Planning business messages.- Analysing the task, anticipating the audience, adapting the message

Organizing and writing business messages – Patterns of organization – Use of tools such as mind maps – composing the message

Revising business messages - Revising for clarity, conciseness and readability – proof-reading and evaluating

Writing business proposals and reports

UNIT-III WORKPLACE COMMUNICATION

Electronic messages and digital media – Use of audio visuals

Positive messages - Negative messages – structure and patterns in communicating news

Persuasive messages – Developing a sales pitch, Negotiation and conflict resolution

Presentation skills – overcoming stage fright – gaining and retaining the attention

TEXT BOOKS:

1. **Mary Ellen Guffey**, *Business Communication: Process and Product*, 5e, South-Western Thomson Publishing, Mason, OH, 2005
2. **Namita Gopal**, *Business Communication*, New Age International Publishers, New Delhi, 2009

REFERENCE BOOKS:

1. **Penrose and Rasberry**, *Business Communication for Managers: An advanced approach*, 5e, South-Western College Pub, 2007
2. **Asha Kaul**, *Business Communication*, Prentice Hall of India, New Delhi, 2007

3. *Harvard Business Essentials: Business Communication*, Harvard Business School Publishing, 2003

WEB RESOURCES:

1. <http://gallocommunications.com/>
2. <http://blogs.placementindia.com/2010/04/23/exercise-to-improve-communication-skills/>
3. <http://www.businesscommunicationblog.com>
4. http://www.networkedblogs.com/blog/journeys_in_communication/
5. www.globalindian.net.in

ILLUSTRATIVE EXERCISE:

The continuous assessment is done based on components such as role play, presentation, active classroom participation, Web 2.0 based assignments such as related content development, publishing and sharing.

SYSTEMS SKILL WORKSHOP

OBJECTIVE:

To introduce the basic concepts of Oracle

No. of Credits: 2

METHODOLOGY:

Power Point Presentation, Participative type classes, Hands on training on oracle, case study and application of oracle, Assignments and Practice test.

UNIT-I

Introduction to Oracle- SQL* Plus.

FUNDAMENTALS OF PL/SQL: Basics of PL/SQL – Advantage of PL/SQL – Structure and Data types of PL/SQL.

UNIT-II

CONDITIONS AND LOOPS: Basic control structure of IF Statement – IF THEN, IF THEN ELSE, IF THEN ELSIF – Loops – FOR, WHILE, LABELS & GOTO.

CURSERS: Cursors – Exceptions – Explicit Cursors – Implicit Cursors.

UNIT-III

Subprograms and Packages: Procedures – Functions – Packages.

TEXT BOOKS:

1. Bulusu, Oracle PL/SQL Programming Cengage Learning India Private Limited, New Delhi, 2011.
2. Steve Bobrowski: Hands-On Oracle Database 10g Express Edition for Windows, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010.

REFERENCES

1. Michael D. Thomas , Oracle XSQL: Combining SQL, Oracle Text, XSLT, and Java to Publish Dynamic Web Content, Wiley Publication Inc, 2003.
2. Casteel, Oracle 10g SQL, Cengage Learning India Private Limited, New Delhi, 2008.
3. Sunderraman, Oracle 10g Programming: A Primer, Pearson Education, 2007.

WEB RESOURCES:

1. www.oracle.com
2. www.intelligentedu.com
3. www.training-classes.com
4. www.freeprogrammingresources.com
5. www.techspot.com

ILLUSTRATIVE EXERCISE:

1. Database design for Student admission
2. Database design for Income tax calculation
3. Sales data base design
4. Database design for performance appraisal
5. Database design and consolidated mark sheet printing

SEMESTER II

SEMESTER II

LIST OF CORE PAPERS

Title of the Paper	Code
PROJECT MANAGEMENT	MBA(5201)
FINANCIAL MANAGEMENT	MBA(5202)
OPERATIONS RESEARCH	MBA(5203)
BUSINESS LAW	MBA(5204)
MARKETING MANAGEMENT	MBA(5205)
OPERATIONS MANAGEMENT	MBA(5206)
HUMAN RESOURCES MANAGEMENT	MBA(5207)
MANAGEMENT INFORMATION SYSTEMS	MBA(5208)
COMPREHENSIVE VIVA-VOCE	MBA(5209)

PROJECT MANAGEMENT

OBJECTIVES:

- To understand the concept of project and steps in project management.
- To enable the students to prepare business proposals.
- To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of projects.
- To be effective as project managers and as part of project teams.

METHODOLOGY FOR COVERING SYLLABUS

1. Class room teaching of all the units
2. B-Plan Assignment and its presentation by students.
3. Case Studies of real projects
4. Role plays of major projects focusing on project issues.
5. Problems for evaluation of projects financially
6. Network analysis for Projects

UNIT-I: Project – Meaning – classification – importance of project management – An Integrated Approach – Project Portfolio Management System – The Need – Choosing the appropriate Project Management structure: Organizational considerations and project considerations – steps in defining the project – project Rollup – Process breakdown structure – Responsibility Matrices – External causes of delay and internal constraints.

UNIT-II: Project feasibility studies: Opportunity studies, General opportunity studies, specific opportunity studies, pre-feasibility studies, functional studies or support studies, feasibility study – components of project feasibility studies – Managing Project resources flow – project planning to project completion: Pre-investment phase, Investment Phase and operational phase – Project Life Cycle – Project constraints.

UNIT-III: Project Evaluation under certainty: Net Present Value (Problems - Case Study), Benefit Cost Ratio, Internal Rate of Return, Urgency, Payback Period, ARR – Project Evaluation under uncertainty – Methodology for project evaluation – Commercial vs. National Profitability – Social Cost Benefit Analysis, Commercial or National Profitability, social or national profitability.

UNIT-IV: Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network (Problems - Case Study) – resource leveling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process – Project Control Process – control issues – project audits – the project audit process – project closure – team, team member and project manager evaluations.

UNIT-V: Managing versus leading a project - managing project stakeholders – social network building (Including management by wandering around) – qualities of an effective project manager – managing project teams – Five Stage Team Development Model – Situational factors affecting team development – project team pitfalls.

TEXT BOOKS:

1. Clifford F. Gray and Erik W. Larson, Project management – The Managerial Process, Tata Mc Graw Hill.
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management, Macmillan

REFERENCES:

1. Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation and Review, TMIH.
2. UNIDO SERIES on Project Management.
3. B.B. Goel, Project Management – Principles and Techniques, Deep and Deep

WEB RESOURCES

1. www.pmi.org
2. www.projectmanagement.com
3. www.mindtools.com
4. www.projectscentre.com

ILLUSTRATED EXERCISES

1. Submission of the drawing of the work breakdown structure for any project (eg. Synapse, Milan, conduct of examination, placement, etc.) – 5 marks
2. B-Plan submission and its presentation by students – 5+5= 10 marks
3. Case Studies dealing with Social Cost Benefit Analysis of Major projects – 5 marks
4. Role plays of major current projects focusing on project issues, submission of script – 5 marks; playing the role – 5 marks
5. Network Analysis of projects and financial evaluation of projects assignment – 5 marks.

FINANCIAL MANAGEMENT

OBJECTIVES:

- To know the various sources of finance.
- To understand the various uses for finance.
- To familiarize oneself with the techniques used in financial management.

METHODOLOGY:

Assignment after completion of each chapter

Class room lectures for all chapters

To solve problem self made with all features will be used

Importance should be given for solving problem

UNIT-I:

Nature of Financial Management; Scope and Objectives – Scope of Financial Management – Functions of finance – Objectives of Financial Management – Statement of changes in financial Position; Funds Flow and Cash Flow Statements – Meaning of changes in Financial Position – Working Capital Basics – Funds from Business Operations – Uses of Working Capital – Treatment of Major Items Affecting Working Capital – Form of Statement of changes in Financial Position – Statement of Changes in Financial Position: Cash Basis – Importance and Usefulness of the Statement of Changes in financial Position – Managerial Accounting, Marginal cost and BEP Analysis, Practical Problems.

UNIT-II:

Financial Statement Analysis: Ratio Analysis – Meaning and Objectives of Financial Statement analysis – Ratio Analysis – Types of Ratios – Liquidity Ratios – Leverage/Capital Structure Ratios – Profitability Ratios – Profitability Ratios Related to Sales – Profitability Ratios Related to Investments – Return on Investments(ROI) – Activity Ratios – Importance of Ratio Analysis – Limitations of Ratio Analysis – Practical Problems. Financing Decision: Operating and Financial Leverage – Operating Leverage – Financial Leverage – EBIT – EPS Analysis – Measures of Financial Leverages – Combined Leverage – Total Risk – Practical Problems.

UNIT-III:

Capital Expenditure – Decision-making in the Private Sector Source – Objectives, Planning and Organisation – Evaluation Techniques – Cut-off Rate – Other Aspects of Capital Budgeting – Conclusion _ Investment Decisions in Public Enterprises in India – Guidelines for Capital Expenditure Decision – Guidelines for Capital Budgeting and Current Practices, Capital Structure, Cost of Capital and Valuation: Capital Structure Theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani-Miller(MM) Approach – Traditional Approach – Practical Problems.

UNIT-IV:

Working Capital Management – An Overview: Theory of Working Capital Management – Concepts/Definitions of Working Capital – Determining the Financing Mix – Practical

Problems. Planning of working Capital – Need for Working Capital – Determinants of Working Capital – Practical Problems. Financing and Control of Working Capital – Forms of Credit – Working Capital Control and Banking Policy – Dehejia Study Group – Working Capital Control and Banking Policy – Tandon Committee – Management of Cash: Motives of Holding Cash – Cash Management – Objectives – Cash Management : Factors Determining Cash Needs – Determining Cash Need – Cash Budget – Cash Management Tool – Cash Management: Basic Strategies – Cash Management: Techniques/Processes – Practical Problems. Receivables Management: Objectives – Costs – Benefits – Credit Policies – Credit Terms – Collection Policies – Inventory Management: Objectives of Inventory Management – Inventory Management Techniques.

UNIT-V

Designing Capital Structure: Profitability Aspect – EBIT/EPS Analysis – Coverage Ratio – Liquidity Aspect – Cash Flow Analysis – Analysis of Cash Flows to determine Debt Capacity – Control – Leverage Ratios for other Firms in the Industry – Consultation with Investment Bankers and Lenders – Maintaining Maneuverability for Commercial Strategy – Timing of Issue – Characteristics of the Company. Dividend Decision: Dividend and Valuation: The irrelevance of Dividend – General – The Irrelevance of Dividends: MM Hypothesis – Relevance of Dividends: Some theories – Relevance of Dividends: Walter's model – Relevance of Dividends: Gordon's Model – Practical problems. Determinants of Dividend Policy: Dividend payout ratio – Stability of Dividends – Legal, Contractual and Internal constraints and Restrictions – Owner's considerations – Capital market considerations – Inflation.

TEXT BOOKS:

1. Khan M.Y. and Jain P.K.: FINANCIAL MANAGEMENT, Tata McGraw-Hill Co., Ltd., New Delhi.
2. Pandey I.M.: FINANCIAL MANAGEMENT Vikas Publishing House Pvt Ltd., New Delhi.
3. Prasanna Chandra: FINANCIAL MANAGEMENT The McGraw-Hill Education Ltd., New Delhi.
4. Reddy T.S and Hari Prasad Reddy.Y.: FINANCIAL AND MANAGEMENT ACCOUNTING, Margham Publications Pvt Ltd., Chennai.

REFERENCES:

1. Abdelsamad, M.: AGUIDE TO CAPITAL EXPENDITURE ANALYSIS New York, American Management Association, 1973.
2. Barges, A.: THE EFFECT OF CAPITAL STRUCTURE ON THE COST OF CAPITAL, Englewood Cliffs, Prentice-Hall, 1963.
3. Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968.
4. Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin Co., 1976.
5. Helfert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967.

WEB RESOURCES:

1. www.reportjunction.com
2. www.investorindia.com
3. www.fma.org
4. www.fmsfindia.org
5. www.financialmanagement.in

ILLUSTRATIVE EXERCISES:

1. Student will be asked to calculate ratio analysis and fund flow statement by downloading the actual financial statement from reportjunction.com
2. Student will be asked to calculate ratio analysis and fund flow statement by using tally software
3. Additional knowledge on latest financial source such as venture capital, GDR, ADR, ECB will be imparted

OPERATIONS RESEARCH

OBJECTIVES:

- To introduce various optimization techniques of operations research
- To facilitate the use of Quantitative Technique in various functional areas

METHODOLOGY

The methodology is predominantly by Problem Solving, lecture mode and complemented with applications of case discussion.

UNIT-I:

Stages of Development of Operations Research, Applications of Operations Research, Limitations of Operations, Introduction to Linear Programming, Graphical Method, Simple Method, Duality.

UNIT-II:

Transportation Problem, Assignment Problem, Inventory Control – Introduction to Inventory Management, Basic Deterministic Models, Purchase Models, Manufacturing Models without Shortages and with Shortages.

UNIT-III:

Shortest Path Problem, Floyd's Algorithm, Minimum Spanning Tree Problem, CPM/PERT, Crashing of a Project network.

UNIT-IV:

Dynamic Programming, Capital Budgeting Problem, Shortest Path Problem, Reliability Problem, Optimal subdividing problems. Game Theory: Two Person Zero-sum Games, Graphical Solution of $(2 \times n)$ and $(m \times 2)$ Games.

UNIT-V

Introduction to Queuing Theory, Basic Waiting Line Models: $(M/M/1):(GD/\alpha/\alpha)$, $(M/M/1):(GD/N/\alpha)$, $(M/M/C):(GD/\alpha/\alpha)$, $(M/M/C):(GD/N/\alpha)$, Introduction to queuing system simulation – Introduction to Basic Replacement Analysis: Economic Life of an Asset.

TEXT BOOKS:

1. Panneerselvam, R., OPERATIONS RESEARCH, PHI Learning Pvt. Ltd., New-Delhi, 2006.
2. Hillier and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2009 (8th Edition).

REFERENCES:

1. Hamdy A. Taha, OPERATIONS RESEARCH – AN INTRODUCTION, Prentice Hall of India, New Delhi, 2004.

2. Frank S. Budrick, Dennis McLeavy & Richard Mojena, PRINCIPLES OF OPERATIONS RESEARCH FOR MANAGEMETN; II Ed., Richard D. Irwin Inc., 1988.
3. Hillier and Hillier, Introduction to Management Science, McGraw Hill International, New York, 2005. (2nd Edition)
4. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2004. (2nd Edition)
5. Kanti Swarup, et al, Operations Research, Sultan Chand and Sons, New Delhi.

MAGAZINES & OTHER REFERENCES

1. www.or.pubs.informs.org (*Popular Operations Research Journal*)
2. www.emeraldinsight.com (*A renowned research journal database*)
3. www.search.ebscohost.com (*A renowned research journal database*)
4. www.springer.com (*European Journal of Operations Research*)

WEB RESOURCES:

1. www.universalteacherpublications.com (*a website for OR Tutorial help*)
2. <http://www.mhhe.com/engcs/industrial/hillier/iortutorial/install/iordownload.html> (*text book Publisher help site for students*)
3. www.rosemaryroad.org/brady/oss_ieor.html (*Open source softwares for Operations Research*)
4. <http://ocw.mit.edu/courses/sloan-school-of-management/> (*Open source courseware for OR, From MIT*).
5. www2.lib.udel.edu/subj/opre/internet.htm (*internet resources for Operations Research*)

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

BUSINESS LAW

OBJECTIVES:

- To introduce the statutory provisions that affects the business decisions.
- To give an exposure to important commercial laws, the knowledge, that is essential for an understanding of the legal implications of the general activities of a modern business organisation.
- To understand the legal frame work related to contract
- To familiarise about the legal aspects regarding negotiable instruments
- To understand the legal regulations about the company

METHODOLOGY:

Lectures, Case studies, Assignments, Presentation of legal reports

UNIT-I:

Law of Contract – Agreement – Offer – Acceptance – Consideration – Capacity of Contract – Contingent Contract – Quasi Contract – Performance – Discharge – Remedies to breach of Contract.

UNIT-II:

Partnership – Sale of Goods – Law of Insurance.

UNIT-III:

Negotiable Instruments – Notes, Bills, Cheques – Crossing – Endorsement – Holder in due Course – Contract of Agency.

UNIT-IV:

Company – Formation – Memorandum – Articles – prospective – Shares – Debentures – Directors – Appointment – Powers and Duties.

UNIT-V

Company Administration – Borrowing Powers, Management and Administration, Meetings, resolutions, Proceedings – Management – Accounts – Audit – Oppression and Mismanagement – Winding up.

TEXT BOOKS:

1. Kapoor, N.D. “Elements of mercantile law”, Sultan Chand & Sons, New Delhi, 1999.
2. Sen & Mitra, “Commercial and Industrial law” The World Press Pvt. Ltd., Calcutta 1996.

REFERENCES:

1. Gogna P.P.S “Mercantile Law”, S. Chand & Co. Ltd., New Delhi, 1999.
2. Shukla, M.C “A Manual of Mercantile Laws Sultan Chand & Sons, New Delhi
3. Maheshwari, S.N & Maheshwari, S.K “A Manual of Business Laws”, Himalaya Publishing House, Bombay

4. Avtar Singh, Introduction to law of Partnership, Eastern Book Company, Lucknow
5. Bare Acts: Indian Contract Act, 1872, Sale of Goods Act 1930, Partnership Act 1932, Negotiable Instruments Act 1881, The Companies Act 1956.

WEB RESOURCES

1. www.legalindia.in
2. www.legalserviceindia.com
3. www.supremecourtindia.nic.in
4. www.mca.gov.in
5. www.netlawman.co.in
6. www.legalhelpindia.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

MARKETING MANAGEMENT

OBJECTIVES

- To understand the conceptual foundations of Marketing Management as a functional area of business.
- To understand the application of marketing concepts in making strategic decisions.

METHODOLOGY

The methodology includes, explaining the basics and advanced methodologies for understanding the core concepts of marketing management in practice by lecture mode and case discussion, field based mini projects and terms papers, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts and theories related to marketing.

UNIT-I

MARKETING MANAGEMENT - AN OVERVIEW: What is Marketing? - Responsibilities of Marketing Management - Marketing Strategy Planning - Managing a Marketing Program - The Environment of Marketing - Analyzing Market Opportunities

UNIT-II

MARKET TARGETING: - Buyer Behaviour: Consumers and Industrial Buyers - Market Segmentation, Targeting and Positioning - New Product Planning - Marketing Strategies with reference to Product Life Cycle and Competitive Strategies.

UNIT-III

MARKETING MIX DECISIONS: Product decisions: Differentiation, Branding, New product decisions - Pricing decisions - Marketing Channel and distribution strategy, sales force management decisions - Marketing Communications: Advertising and sales promotion decisions.

UNIT-IV

Marketing organization - Marketing Control - Marketing Research and the Marketing Information System.

UNIT-V

Marketing of Services - International Marketing - Non-Business Marketing – Rural Marketing - Marketing in the Contemporary Environment.

TEXT BOOK:

1. Kotler and Armstrong, PRINCIPLES OF MARKETING, Pearson Education.

REFERENCES

1. Philip Kotler: MARKETING MANAGEMENT, Eleventh Edition, Pearson Education.
2. Philip Kotler: PRINCIPLES OF MARKETING, 10th. Edition, Prentice-Hall India 2003
3. V S Ramaswamy & S Namakumari: MARKETING MANAGEMENT, Macmillan Business Books, New Delhi, 2002.
4. Cravens, Hills and Woodruff: MARKETING MANEGEMENT, Mc Graw Hill, London
5. Rachman: MARKETING TODAY
6. William J. Stanton: FUNDAMENTALS OF MARKETING, Prentice Hall, India.
7. Buell : MARKETING MANAGEMENT, Mc Graw Hill, London.
8. Ramesh Kumar: MARKETING NUGGETS
9. Cundiff, Still, Govonni: FUNDAMENTALS OF MARKETING, John Wiley, London.

WEB RESOURCES:

1. www.marketingpower.com
2. www.marketingreseach.com
3. www.marketinglinks.com
4. www.target.com
5. www.vironcell.com
6. www.aaa.org

MAGAZINES AND JOURNALS :

All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

OPERATIONS MANAGEMENT

OBJECTIVES:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

METHODOLOGY

The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, selection of process, Value Analysis/Value Engineering, Make or Buy Decision. Capacity Planning, forecasting: Nature and use of Forecast, Sources of data, Demand Patterns, Forecasting Models, selection of a Forecasting Technique, Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II:

Facility Location: Factors influencing Plant Location, Break Even Analysis, Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Systematic Layout Design Procedure, Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments.

Line Balancing: Concept of Mass Production System, Objective of Assembly Line Balancing, Rank Positional Weight Method.

Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model, Implementation of Inventory Systems, P & Q system of Inventory.

UNIT-III:

Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Transportation Model for Aggregate Planning, Material Requirement Planning: Product Structure/Bill of Materials(BOM), MRP Concept.

Single Machine Scheduling: Types of Scheduling, Concept of Single Machine Scheduling, SPT Rule to Minimize Mean Flow Time, Minimizing Weighted Mean Flow Time, EDD Rule to Minimize Maximum Lateness, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV:

Work Study: Method Study – Steps in Method Study, Recording, Examine Step, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V:

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations, Modern Production Management Tools: Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TEXT BOOKS:

1. Panneerselvam, R., PRODUCTION AND OPERATIONS MANAGEMENT, Second Edition PHI Learning Pvt. Ltd., New-Delhi, 2005
2. Joseph G. Monks: OPERATIONS MANAGEMENT – THEORY AND PROBLEMS, McGraw Hill.

REFERENCES:

1. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, Prentice Hall, 1994.
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, The Dryden Press.
4. Jack R. Meredith, THE MANAGEMENT OF OPERATION, John Wiley & Sons.
5. S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, Tata McGraw Hill.
6. Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

WEB RESOURCES:

www.google.com

<http://www.informaworld.com/smpp/title~content=t713696255>

<http://www.tandf.co.uk/journals/titles/00207543.asp>

www.scirp.org

<http://www.springerlink.com/content/f780526553631475/>

www.sciencedirect.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

HUMAN RESOURCES MANAGEMENT

OBJECTIVES:

- This subject provides the platform to the students of management to appreciate the critical managerial functions, processes and tasks of HRM in an organization.
- To become sensitive to the HR Management Processes and to adopt conceptual learning to real-life situations.
- To appreciate the methods and mechanics to bring out the best in people directing their energies towards corporate goals with personal satisfaction.
- The Class-room interaction is supplemented by Field HRM Visits, Case Study presentation & Discussion and team oriented sharing of knowledge inputs via c-group.

METHODOLOGY:

Teaching methodology would be 'learning centric' and not necessarily 'teaching centric'. This may mean, it would be consultative and participative involving role modeling and fieldwork, case studies, role-plays, simulation exercises, group discussions and structured and unstructured group work. Eminent competent professionals from HR and other industrial realms will interact with the students besides the faculty.

UNIT-I:

INTRODUCTION TO Human Resources Management: Context and Concept of People Management in a Systems Perspective – Organisation and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including that of MNCs.

UNIT-II:

HR PLANNING AND SELECTION: Human Resource Information System (HRIS), Manpower Planning – Selection System including Induction – Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.

UNIT-III:

PERSONNEL DEVELOPMENT AND RETIREMENT: Training and Development – Methods, Design & Evaluation of T & D Programmes; Career Development – Promotions and Transfers – Personnel Empowerment including Delegation – Retirement and Other Separation Processes.

UNIT-IV:

FINANCIAL COMPENSATION, PRODUCTIVITY AND MORALE: - Principal Compensation Issues & Management – Job Evaluation – Productivity, Employee Morale and Motivation; Stress Management and Quality of Work Life.

UNIT-V:

BUILDING RELATIONSHIPS AND FACILITATING LEGISLATIVE FRAMEWORK: Trade Unions – Managing Conflicts – Disciplinary Process- Collective

Bargaining – Workers and Managerial Decision Making – A Discussion on Concept, Mechanics and Experience.

TEXT BOOKS:

1. Pramod Verma: PERSONNEL MANAGEMENT IN INDIAN ORGANISATIONS, Oxford & IBM Publishing Co. Ltd..
2. Venkata Ratnam C.S. & Srivatsava B.K.: PERSONNEL MANAGEMENT AND HUMAN RESOURCES, Tata Mc-Graw Hill.

REFERENCES:

1. Bohlander, Snell, Sherman: MANAGING HUMAN RESORUCES, Thomson – South Western
2. Monappa, Arun & Sayiada, Mirza (1979) Personal Management, New Delhi: Tata McGraw Hill.
3. Beardwell, Ian & Holden, Len (1986) Human Resource Management: A Contemporary Prospective, New Delhi: McMillan.
4. Jeffrey Pfeffer, The Human Equation: Building Profits by Putting People First, Boston, MA: Harvard Business School Press, 1998.
5. Reichheld, Frederick F., The Loyalty Effect, Harvard Business School Press, 1996.
6. Pfeffer, Jeffrey. Competitive Advantage Through People, Harvard Business School Press, 1994.
7. Management by Consciousness in 21st Century, “Gupta G.P.”, Excel Books,2009

WEB RESOURCES:

1. <http://forum.hrdiscussion.com/>
2. <http://network.hrmtoday.com/forum>
3. <http://www.citeman.com/11853-evolution-of-the-concept-of-hrm/>
4. www.citeHR.com

ILLUSTRATIVE EXERCISE:

- In this course, much of your time will be spent in group interaction. Groups will be created (by the instructor) and each group will participate in a different type of in-class exercise. The group will be given specific questions, either drawn from the textbook or provided by the instructor, and given approximately 24 hours to respond, in writing, to the assigned questions. Each assignment is worth 5% and the group grade will be shared equally by each member. Additional details will be provided in class. (Ex. Each group to pick an industry sector and present a case-study of a company from the respective industry sector during class sessions (case study can either be selected by the group / provided by the moderator))
- Book Project or Organizational visit assignment to be done in teams
- Individual / team based role-play exercises to demonstrate the working of certain concepts

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

MANAGEMENT INFORMATION SYSTEMS

OBJECTIVES:

- To introduce the concepts of different business system
- To focus on different components of information systems and to plan, design and develop such systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments , test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and **Illustrative exercise**

UNIT I

1. Foundations of Information Systems in Business: Foundation Concepts: Information Systems in Business – Foundation Concepts: The Components of Information Systems
2. Competing with Information Technology: Fundamentals of Strategic Advantage – Using Information Technology for Strategic Advantage.

UNIT II

1. Telecommunications and Networks: The Networked Enterprise – Telecommunications Network Alternatives
2. Electronic Business Systems: e-Business Systems – Functional Business Systems

UNIT III

1. Electronic Commerce Systems: Electronic Commerce Fundamentals – e-Commerce Applications and Issues
2. Enterprise Business Systems: Getting All the Geese Lined Up: Managing at the Enterprise Level – Enterprise Resource Planning: The Business Backbone

UNIT IV

1. Decision Support Systems: Decision Support in Business – Artificial Intelligence Technologies in Business
2. Developing Business/IT strategies: Planning Fundamentals – Implementation Challenges

UNIT V

1. Developing Business/IT Solutions: Developing Business Systems – Implementing Business
2. Security and Ethical Challenges: Security, Ethical, and Societal Challenges of IT – Security Management of Information Technology
3. Enterprise and Global Management of Information Technology – Management of Information Technology – Managing Global IT

TEXT BOOKS:

1. **James A. O'Brien , George M Marakas and Ramesh Behl 2009 .** Management Information Systems , Tata McGraw Hill Education Private Limited, New Delhi .
2. **Kenneth C. Laudon and Jane P. Laudon, 2010.** Management Information Systems, Pearson Education, Noida

REFERENCES:

1. **Oz,2008.** Management Information Systems, Cengage Learning India Pvt. Ltd, Delhi .
2. **McLeod, 2008 .**Management Information Systems, Pearson Education, Noida.
3. **John McManus and Trevor Wood-Harper,2010.** Information Sytems Project Management, Pearson Education, Noida.

WEB SOURCES:

1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISES:

1. Develop a original case for a MIS project in a government organisation.
2. Develop a original case for a MIS project in a financial organization
3. Develop a original case for a MIS project in a Hospital .
4. Develop a original case for a MIS project in an educational institution.
5. Develop a original case for a MIS project in a company manufacturing any product
6. Develop a original case for a MIS project in a Hotel
7. Develop a original case for a MIS project in retail industry
8. Develop a original case for a MIS project in Telecommunication Industry

SEMESTER III

SEMESTER III

LIST OF CORE PAPERS

Title of the Paper	Code
STRATEGIC MANAGEMENT	MBA(5301)
BUSINESS ETHICS & CORPORATE GOVERNANCE	MBA(5302)
QUALITY MANAGEMENT	MBA(5303)
MANAGEMENT CONTROL SYSTEMS	MBA(5304)
SUMMER PROJECTS	MBA(5305)
COMPREHENSIVE VIVA-VOCE	MBA(5306)

STRATEGIC MANAGEMENT (BUSINESS POLICY)

OBJECTIVE:

To enable the students to apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas. This paper will enable the students to create, execute and evaluate different strategies in their every day life as managers.

METHODOLOGY:

Students belonging to different functional areas form into groups, identify different organizations and study their strategies in depth and try to identify different strategies for the betterment of the organizations they chose.

UNIT-I:

Strategic management – definition, need, dimensions – strategic planning – strategic decision making process – benefit and risks of strategic management – ethics and social responsibility.

UNIT-II:

Strategic management process – vision of the company – business vision models – objectives and goals. Business policies and strategies.

UNIT-III:

Environmental scanning and analysis – types: international, external, internal – characteristics – SWOT – approaches of the environmental scanning.

UNIT-IV:

Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications – tailoring strategies to fit specific industry and company situations.

UNIT-V:

Building resource strengths and organizational capabilities – frame work for executing strategy – strategy execution process – organizational structure – managing internal operations corporate culture of leadership – designing strategic control system, key success factors – monitoring success and evaluating deviation.

TEXT BOOKS:

1. Arthur A.Thomson, A.J. Strick land III, John E. Cambel, Crafting and Executing Strategy, Pearson Education, New Delhi.
2. Charles W.L.Hill, Gareth R.Jones. Strategic Management An integrated approach, Cengage Learning New Delhi

REFERENCES:

1. Vipin Gupta, Kamala Gollakota, R. Srinivasan, Business policy and strategic management concept and application, Oxford University Press, Chennai.
2. Sukul Lomesh, P.K.P.K. Mishra, Business policy and Strategic Management, Tata Mc Graw Hill, New Delhi.

WEB RESOURCES:

1. www.businessweek.com
2. www.foxnews.com
3. www.atimes.com
4. www.brandweek.com
5. www.thenewstribune.com

ILLUSTRATIVE EXERCISE:

Choose a specific organization, study their strategies, critically analyse the performance and prepare a report.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVES:

- To introduce the concept and importance of business ethics and corporate governance
- To know the facets of ethics management
- To know the ethical values and Indian ethos in Management

METHODOLOGY FOR COVERING SYLLABUS

Class room lectures, Case studies, Role plays and Term projects

UNIT-I: BUSINESS ETHICS: Meaning – Definition – Nature – Importance – Ground Rules – myths – Methodology – Characteristics of Managerial Ethics.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management – Key roles and responsibilities – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Organisational culture – Ethics Tools: Code of ethics – Guidelines for developing code of ethics – Value based leadership.

UNIT-III: ETHICAL VALUES: Work Ethics – Work Culture – Ethical Theories – Ethical Values- Environmental Ethics – Consumer Protection.

UNIT-IV: CORPORATE GOVERNANCE: Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Corporate Governance for Market capitalism.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life – Strategies for Work Life Balance.

TEXT BOOKS:

1. Bhatia, S.K., Business Ethics and Corporate Governance.
2. Bowie Norman, Business Ethics, Prentice Hall.

REFERENCES:

1. Chakraborty, S.K., Management by Values, Oxford Univ. Press.
2. Balasubramanian, R., Corporate Governance, IIM Bangalore.
3. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.

WEB RESOURCES:

1. www.business-ethics.com
2. www.oecd.org
3. www.corpgov.net/news

4. www.icsi.edu
5. www.ethicsinbusiness.net/

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

QUALITY MANAGEMENT

OBJECTIVE :

The objective of this course is to cover not only Quality Management concepts, but also to give students an understanding of the tools necessary to solve Quality management problems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments , test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and **Illustrative exercise**

UNIT: I

1. Introduction to Quality: The History and Importance of Quality – Defining Quality – Quality as a Management Framework – Quality and Competitive Advantage – Three Levels of Quality – Quality and Personal Values.
2. Philosophies and Frameworks: The Deming Philosophy – The Juran Philosophy – The Crosby Philosophy – Comparisons of Quality Philosophies – Other Quality Philosophers – Quality Management Awards and Frameworks – The Malcolm Baldrige National Quality Award – International Quality Award Programs – ISO 9000:2000 – Six Sigma – Baldrige, ISO 9000, and Six Sigma.
3. Total Quality in Organizations: Quality and Systems Thinking – Quality in Manufacturing – Quality in Services – Quality in Health Care – Quality in Education – Quality in Small Businesses and Not-for-Profits – Quality in the Public Sector.

UNIT: II

1. Focusing on Customers: The Importance of Customer Satisfaction and Loyalty – Creating Satisfies Customers – Identifying Customers – Understanding Customer Needs – Gathering and Analyzing Customer Information – Linking Customer Information to Design, Production, and Service Delivery – Customer Relationship Management – Measuring Customer Satisfaction – Customer Focus in the Baldrige Criteria, ISO 9000, and Six Sigma
2. Leadership and Strategic Planning: Leadership for Quality – Leadership Theory and Practice – Creating the Leadership System – Strategic Planning – Linking Human Resource Plans and Business Strategy – The Seven Management and Planning Tools – Leadership, Strategy, and Organizational Structure – Leadership and Strategic Planning in the Baldrige Criteria, ISO 9000, and Six Sigma.
3. High-Performance Human Resource Practices: The Scope of Human Resource Management – Teams in Organizational Design and Quality Improvement – Designing High-Performance Work Systems – Human Resource Focus in the Baldrige Criteria, ISO 9000, and Six Sigma.

UNIT: III

1. Process Management: The Scope of Process Management – Product Design Processes – Designing Processes for Quality – Projects as Value- Creation Processes – Process Control – Process Improvement – Process Management in the Baldrige Criteria, ISO 9000, and Six Sigma
2. Performance Measurement and Strategic Information Management: The Strategic Value of Information – The Scope of Performance Measurement – Designing Effective Performance Measurement Systems – Analyzing and Using Performance Data – The Cost of Quality – Measuring the Return on Quality – Managing Information and Knowledge Assets – Measurement and Information Management in the Baldrige Criteria, ISO 9000, and Six Sigma
3. Building and Sustaining Performance Excellence in Organizations: Organizational Culture and Total Quality – Change Management – Sustaining the Quality Organization – Self-Assessment Processes – Implementing ISO 9000, Baldrige, and Six Sigma – A View Toward the Future.

UNIT: IV

1. Principles of Six Sigma: The Statistical Basis of Six Sigma – Project Selection for Six Sigma – Six Sigma Problem Solving – Six Sigma in Services and Small Organizations – Six Sigma and Lean Production – Lean Six Sigma and Services.
2. Statistical Thinking and Applications: Statistical Thinking – Statistical Foundations – Statistical Methodology.
3. Design for Six Sigma: Tools for Concept Development – Tools for Design Development – Tools for Design Optimization – Tools for Design Verification.

UNIT: V

1. Statistical Process Control: Quality Control Measurements – Capability and Control – SPC Methodology – Control Charts for Variables Data – Special Control Charts for Variables Data – Control Charts for Attributes – Summary of Control Chart Construction – Designing Control Charts – SPC, ISO 9000:2000, And Six Sigma – Pre-Control.
2. Tools for Process Improvement: Process Improvement Methodologies – Basic Tools for Process Improvement – Other Tools for Process Improvement – Engaging the Workforce in Process Improvement.

TEXT BOOKS:

1. **James R.Evans and William M.Lindsay, 2008.** Quality Control and Management South-Western, a part of Cengage Learning, New Delhi .
2. **Howard S. Gitlow, Alan J. Oppenheim, Rosa Oppenheim, David M. Levine, 2005.** Quality Management, Mc-Graw-Hill -Irwin, New York.

REFERENCES:

1. **Feigenbaum, A.V., 1983 .**Total Quality Control, McGraw-Hill, New York.
2. **Omachonu,V.K.,Ross,J.E., 1994.** Principles of Total Quality, Lucie Press, Florida.
3. **J. Juran 1979.** Quality Control Handbook , McGraw-Hill , New York

WEB RESOURCES:

1. www.iso.org
2. www.qcin.org
3. www.asq.org
4. www.qualitymag.com
5. www.qualitymanagementinternational.com

ILLUSTRATIVE EXERCISES:

1. Develop a original case for a Quality Management project in a government organization.
2. Develop a original case for a Quality Management project in a financial organization
3. Develop a original case for a Quality Management project in a Hospital .
4. Develop a original case for a Quality Management project in an educational institution.
5. Develop a original case for a Quality Management project in a company manufacturing any product
6. Develop a original case for a Quality Management project in a Hotel
7. Develop a original case for a Quality Management project in retail industry
8. Develop a original case for a Quality Management project in Telecommunication Industry.

MANAGEMENT CONTROL SYSTEMS

OBJECTIVES:

The main aim of the course is to appraise the students about the concept of Management Control Systems as well as its role in efficient management of public system organizations.

METHODOLOGY

Emphasis will be given for more problems

Strategic part of the syllabus will be discussed by the faculty

The students might have already studied some part of the syllabus which will be handled by the students

UNIT-I: The conceptual foundations of control systems

Meaning, Nature and purpose of control systems – The new paradigms of Management Control Systems, four elements of control, organizational structure, organizational goals, organizational climate, strategic planning – Balancing the four levers of control, balancing the tensions in control systems, six sources of tensions in control systems, opportunities and limitations of the span of control, key control variables, delegation and decentralization, mutual supportive management systems.

UNIT-II: The traditional instruments of control in organizations

External audit, internal controls, internal audit, role of financial controllers, multiple roles of an auditor, management control process, budgetary control, flexible budget, zero base budget, performance budgeting, master budget, analysis of variance, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT-III: Accountability in organizations

Dual focus and accountability, differentiate between product costing and accountability, the concept of responsibility centre, management control structure, responsibility accounting, cost centre, profit centre, investment centre, ABC costing, transfer prices, CVP analysis, process control.

UNIT-IV: The new dimensions of control with strategies

Behavioural aspect of management control, motivations, morale, participative management, learning curves, HR accounting, knowledge management control, management control with reference to risk management, differentiated controls for different situations, measuring performance to match strategy, balanced score cards.

UNIT-V: Management Control in Specialized organizations

Sectoral applications, controlling the financial sector, the banking sector, the balance sheet concept, the concept of schedule of advances, the use of ABC costing standard, insurance, system of insurance accounts, non-profit organizations, legal environment of non-profit organization, public service organizations, public utility accounts, holding company accounts, government and co-operative business, control in projects, the twelve step process of designing controlling system.

TEXT BOOKS:

1. Sekhar.R.C., Management Control Systems., Tata McGraw Hill Publishing Company Ltd.New Delhi
2. Shanmugavel., Management Control Systems., Margham Publications Chennai
3. Robert N. Anthony & Vijay Govindarajan, Management Control Systems. Tata McGraw Hill Publishing Company Ltd. New Delhi.

REFERENCES:

1. Antony R. N. and Govindarajan V “Management Control Systems”
2. Saxena V.K and Vashist C.D., Management Accounting Decision Making., Sultan Chand & Sons
3. Gosh P.K. and Gupta “Cost Analysis and Control”, Sultan Chand and Sons, New Delhi
4. Emmanuel “Accounting for Management Control”
5. Joseph A.Maciariello and Calvin J.Kirby., Management Control Systems-using adaptive systems to attain control., Prentice-Hall of India Private Limited, New Delhi-2000

WEB RESOURCES

1. www.kmmagazine.com
2. www.balancedscorecard.org
3. www.icmrindia.org/casestudies/catalogue/.../HROB031.htm
4. www.referenceforbusiness.com
5. www.ngosindia.com

ILLUSTRATIVE EXERCISE:

The students should solve problems based on latest reports

Some latest concepts such as EVA, CAMEL, CAERO models will be discussed.

SEMESTER IV

SEMESTER IV

LIST OF CORE PAPERS

Title of the Paper	Code
PUBLIC SYSTEMS MANAGEMENT	MBA(5401)
WINTER PROJECT	MBA(5402)
COMPREHENSIVE VIVA-VOCE	MBA(5403)

PUBLIC SYSTEMS MANAGEMENT

OBJECTIVES

- To know the various components of Public Systems and the utility.
- To understand the diverse administrative issues in Public Systems.
- To diagnose the ills of Public Systems and their Management, the causes, and the corrective actions.
- To evaluate the current developments *in the Public Systems Management*.

METHODOLOGY:

Lectures, Case Studies and Field works

UNIT-I

Overview: - Meaning, Components, Types, Significance, Ideological issues.

UNIT-II

Public Administration: Constitutional provisions
Administrative Systems and Civil Services
Public Policy Formation, Implementation and Evaluation.
Centre – State Relations, Regional Disputes.

UNIT-III

Public Enterprises: Kinds, Classification, Issues, Corrective action.

UNIT-IV

Other Public Systems: Local Administration - Law & Order - Health - Infrastructure - Education - Traffic - Rents & Rates - Housing - Water - Industry, Communication – Electricity - Developmental Models (including subsidies)

UNIT-V

Current Developments: Deregulation - Privatization - Global Trends - Approaches to Productivity in Public Systems Management

FIELD BASED ASSIGNMENT:

Students need to select one of the public systems and study the functioning of the same relating to its relevance, present need of the users of the public system, and recommend the improvement to professionalise the functioning of the selected public system.

REFERENCES:

A. Text Books:

1. Ramesh K. Arora & Rajni Goyal, Wishwa, Indian Public Administration, Prakashan Publisher
2. Hoshier Singh, Indian Administration, Kitab Mahal Publishers, Allahabad

B. Reference Books:

1. Laxmi Narain Public Enterprise Management, S.Chand Publishers, New Delhi, India
2. Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New Delhi
3. Motions and Resolutions in Parliament, Lok Sabha Secretariat, New Delhi
4. R.K. Narain Public Enterprise Management & Privatization, S. Chand Publishers
5. Durga Das Basu, Constitution of India
6. Dr. S.S. Gadkari, New Public Management, Himalaya Publishing House
7. Others books on Private-Public Partnership, Indian Constitution, Public Administration, Policy Making in democratic nations etc.

C. Magazines:

1. Economic and Political Weekly
2. The Economist
3. The week
4. Business World, Business Today, Indian Management, HBR, etc.

D. Journals:

1. Journals on social sciences, Political Science, Public Administration, Sustainable Development etc.

E. Newspapers:

1. The Hindu
2. Indian Express
3. Economic Times, Business standard etc.

F. Web Resources:

1. <http://ase.tufts.edu/gdae/>
2. http://en.wikipedia.org/wiki/Indian_Civil_Service - For Civil Services, Privatization
3. <http://government.cce.cornell.edu/doc/summary.asp?id=osborne1997>
4. <http://ideas.repec.org/p/iim/iimawp/1053.html>
5. <http://journals.cambridge.org/action/displayJournal?jid=JPS>
6. <http://labourbureau.nic.in/TU%20k2%20contents.htm> – for trade unions in detail
7. <http://planningcommission.nic.in/>
8. <http://planningcommission.nic.in/plans/planrel/fiveyr/welcome.html> - details about five year plans
9. <http://planningcommission.nic.in/plans/planrel/plndx.pdf> - Planning Commission
10. <http://www.aceee.org/pubs/u002.htm>
11. <http://www.eaue.de/winuwd/186.htm>
12. <http://www.fhwa.dot.gov/ppp/defined.htm>
13. <http://www.goidirectory.nic.in>
14. <http://www.goidirectory.nic.in/exe.htm#min>
15. <http://www.ilo.org/public/english/dialogue/sector/techmeet/tmpu99/tmpure1.htm>
16. <http://www.mpg.de/english/researchFields/index.html>
17. <http://www.oecd.org>

18. <http://www.partnershipsforchange.com/index.html>
19. <http://www.pedap.org/peRef/privatization.asp> - For Privatization
20. <http://www.pppinindia.com/>
21. <http://www.sdgateway.net/introsd/definitions.htm>
22. <http://www.worldbank.org/>
23. <https://www.cia.gov/cia/publications/factbook/geos/in.html> - general statistics of India

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

**ELECTIVES
(SEMESTER III
AND
SEMESTER IV)**

**LIST OF ELECTIVES
(SEMESTER III AND SEMESTER IV)**

MARKETING

Title of the Paper	Code
BRAND MANAGEMENT	MBA(5M01)
CONSUMER BEHAVIOUR	MBA(5M02)
CUSTOMER RELATIONSHIP MANAGEMENT	MBA(5M03)
INDUSTRIAL MARKETING	MBA(5M04)
INTEGRATED MARKETING COMMUNICATION	MBA(5M05)
INTERNATIONAL MARKETING	MBA(5M06)
INTERNET MARKETING	MBA(5M07)
MARKETING FOR NON-PROFIT ORGANISATIONS	MBA(5M08)
MARKETING OF FINANCIAL SERVICES	MBA(5M09)
MARKETING RESEARCH	MBA(5M10)
PRODUCT DEVELOPMENT AND MANAGEMENT	MBA(5M11)
RETAIL MANAGEMENT	MBA(5M12)
SALES & DISTRIBUTION MANAGEMENT	MBA(5M13)
SERVICES MARKETING	MBA(5M14)

FINANCE

Title of the Paper	Code
BANK FINANCIAL MANAGEMENT	MBA(5F01)
BANKING & INDIAN FINANCIAL SYSTEM	MBA(5F02)
BUSINESS ACCOUNTING & ADVANCED FINANCIAL MANAGEMENT	MBA(5F03)
CORPORATE FINANCE	MBA(5F04)
CORPORATE TAX MANAGEMENT	MBA(5F05)
ENVIRONMENTAL ACCOUNTING & COSTING	MBA(5F06)
EXPORT MANAGEMENT	MBA(5F07)
FINANCIAL ENGINEERING	MBA(5F08)
FINANCIAL MARKETS & SERVICES	MBA(5F09)
FINANCIAL SERVICES MANAGEMENT	MBA(5F10)
INFRASTRUCTURE FINANCE	MBA(5F11)
INTERNATIONAL FINANCE	MBA(5F12)
RISK MANAGEMENT AND INSURANCE	MBA(5F13)
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	MBA(5F14)
STRATEGIC COST MANAGEMENT	MBA(5F15)
STRATEGIES FOR FINANCIAL SERVICES	MBA(5F16)

HUMAN RESOURCE MANAGEMENT

Title of the Paper	Code
COMPENSATION MANAGEMENT	MBA(5H01)
CROSS CULTURE MANAGEMENT	MBA(5H02)
GLOBAL HR PRACTICES	MBA(5H03)
HRIS (HR INFORMATION SYSTEM)	MBA(5H04)
HRM IN KNOWLEDGE BASED ORGANIZATION	MBA(5H05)
INDUSTRIAL RELATIONS MANAGEMENT	MBA(5H06)
LABOUR LEGISLATION AND ADMINISTRATION	MBA(5H07)
MANAGEMENT OF CHANGE AND DEVELOPMENT	MBA(5H08)
QUALITY PERFORMANCE MANAGEMENT	MBA(5H09)
STRATEGIC HUMAN RESOURCE DEVELOPMENT	MBA(5H10)
TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT	MBA(5H11)
TRAINING AND DEVELOPMENT	MBA(5H12)

OPERATIONS

Title of the Paper	Code
ADVANCED MATERIALS MANAGEMENT	MBA(5O01)
ADVANCED PRODUCTION MANAGEMENT	MBA(5O02)
COMPUTER SIMULATION	MBA(5O03)
FUNDAMENTALS OF SIX SIGMA	MBA(5O04)
INNOVATION AND PRODUCT DEVELOPMENT	MBA(5O05)
SERVICE OPERATIONS MANAGEMENT	MBA(5O06)
SUPPLY CHAIN MANAGEMENT	MBA(5O07)
TOTAL QUALITY MANAGEMENT	MBA(5O08)

SYSTEMS

Title of the Paper	Code
BUSINESS INTELLIGENCE AND DATA MINING	MBA(5S01)
DATABASE MANAGEMENT SYSTEMS	MBA(5S02)
DECISION SUPPORT SYSTEMS	MBA(5S03)
E-COMMERCE	MBA(5S04)
OBJECT-ORIENTED PROGRAMMING WITH C++	MBA(5S05)
SOFTWARE ENGINEERING MANAGEMENT	MBA(5S06)
SOFTWARE PROJECT MANAGEMENT	MBA(5S07)
SYSTEMS ANALYSIS AND DESIGN	MBA(5S08)
VISUAL BASIC FOR BUSINESS APPLICATIONS	MBA(5S09)

GENERAL

Title of the Paper	Code
CREATIVITY AND INNOVATION MANAGEMENT	MBA(5G01)
CRISIS MANAGEMENT	MBA(5G02)
ENTREPRENURSHIP DEVELOPMENT	MBA(5G03)

BRAND MANAGEMENT

OBJECTIVES:

- To help the learner appreciate the use of branding as a key differentiator
- To introduce the concepts of branding and various branding decisions
- To understand the changes in branding brought out by changes such as the Internet and Social Media in the marketing environment

METHODOLOGY :

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I Branding concepts

Concepts: Brand, brand equity, brand value, brand awareness and Brand loyalty, Brand identity system – identity perspectives, identity traps, identity structure (core and extended identities), providing value proposition (function, emotional and self-expressive benefits); Managing multiple brand identities – Brand identity planning model

UNIT-II Brand strategy decisions

Brand architecture – brand portfolio, portfolio roles, portfolio graphics, portfolio structure and product-market context roles, Brand architecture audit, Managing Brand Systems – objectives, brand hierarchies, brand roles, Brand leveraging – line extension, vertical brand stretch, co-branding and brand extension – horizontal and vertical brand extensions; Brand Systems Audit

UNIT-III Brand personality

Creating brand personality – drivers of brand personality – measuring brand personality using brand personality scale (BPS), Creating equity through personality - self-expression model, relationship basis model and functional benefit representational model, Brand associations – measurement of brand associations, scaling brand perceptions; selecting, creating and maintaining associations, Brand revitalizing

UNIT-IV Measuring brand equity

Measures – The Brand Equity Ten (loyalty measures, perceived quality and leadership measures, associations/differentiation measures, awareness measures and market behaviour measures); Brand value based upon future earnings

UNIT-V Borderless branding

Brand building on the web, brand-building web sites (e-branding), online vs. offline brand building

Global branding strategies – global brand planning process, creating cross-country synergy

TEXT BOOKS:

1. Aaker, Building strong brands, The Free Press
2. Keller, Strategic brand management, Prentice-Hall

REFERENCES:

1. Aaker and Joachimsthaler, Brand leadership, The Free Press
2. Sengupta, Brand positioning, Tata McGraw-Hill

WEB RESOURCES:

1. www.Brandweek.com
2. www.IntraBrand.com / www.BrandChannel.com
3. www.emorymi.com (Emory Institute of Marketing)
4. www.afaqs.com
5. <http://brandautopsy.typepad.com/> (A blog on branding)

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on components such as quizzes, term papers on contemporary issues in branding and analysis and discussion of cases on branding.

CONSUMER BEHAVIOUR

OBJECTIVES

- To understand the conceptual foundations of consumer buying behavior.
- To equip the learner to apply the principles and prepare for a career in Product and Brand Management in the FMCG and consumer durables industry.

METHODOLOGY

The methodology includes, explaining the basics and advanced methodologies for understanding the consumer behaviour theories in practice by lecture mode and case discussion, field based mini projects and terms papers, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT – I

Consumer Behaviour and Marketing Action: An overview – Consumer involvement, decision-making processes and purchase behaviour and marketing implications – Consumer Behaviour Models

UNIT – II

Environmental influences on consumer behaviour – Cultural influences – Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations – Marketing implications of the above influences.

UNIT – III

The individual consumer and buying behaviour and marketing implications – Consumer perceptions, learning, attitudes, motivation and personality – psychographics, values and lifestyles.

UNIT – IV

Strategic marketing applications – Market segmentation strategies – Positioning strategies for existing and new products, Re-positioning, perceptual mapping – Marketing communications – Source, message and media effects. Store choice and shopping behaviour – In-Store stimuli, store image and loyalty – Consumerism – Consumer rights and Marketers' responsibilities.

UNIT – V

The Borderless Consumer Market and buying behaviour – Consumer buying habits and perceptions of emerging non-store choices – Research and applications of consumer responses to direct marketing approaches – Issues of privacy and ethics.

TEXT BOOKS:

1. Loudon and Della Bitta: CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata Mc-Graw Hill.

REFERENCES:

1. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Kent Publishing Co.
2. Berkman & Gilson: CONSUMER BEHAVIOUR: CONCEPTS AND STRATEGIES, Kent Publishing Co.
3. Bennet and Kassarian: CONSUMER BEHAVIOUR, Prentice Hall of India
4. Schiffman and Kanuck: CONSUMER BEHAVIOUR, Pearson Education Asia, 7th. Edition,
5. Hawkins, Best & Coney: CONSUMER BEHAVIOUR, Tata McGraw Hill.
6. Efraim Turban, Jae Lee, David King, & H.Michael Chung: Electronic Commerce: A Managerial Perspective, Pearson Education Inc., 2000.

WEB RESOURCES:

1. www.iste.co.uk/index.php%3Fp%3Da%26AC
2. www.icmrindia.org/casestudies/Case_St...
3. www.researchandmarkets.com/reportinfo...
4. www.management-hub.com/marketing-cons
5. videos.najah.edu/sites/default/files/...

MAGAZINES AND JOURNALS:

All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

CUSTOMER RELATIONSHIP MANAGEMENT

OBJECTIVE:

To understand the concepts and principles of CRM and appreciate the role and changing face of CRM as an IT enabled function.

METHODOLOGY:

Lectures, term papers, industry visit and case discussions

UNIT I:

CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT II:

CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing.

CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT III:

Sales Force Automation – Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.

CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT IV:

Analytical CRM: Managing and sharing customer data – Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

UNIT V:

CRM Implementation: Defining success factors, preparing a business plan – requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches.

Managing customer relationships: conflict, complacency, Resetting the CRM strategy.

Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

TEXT BOOKS

1. Stanley A.Brown, CUSTOMER RELATIONSHIP MANAGEMENT, John Wiley & Sons, Canada, Ltd.

2. Paul Greenberg, CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME.

REFERENCES:

1. Jill Dyché: THE CRM HANDBOOK: A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT, Addison Wesley Information technology Series.
2. Patrica B. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
3. Kristin L. Anderson & Carol J Kerr, CUSTOMER RELATIONSHIP MANAGEMENT
4. Bernd H Schmitt, CUSTOMER EXPERIENCE MANAGEMENT: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.
5. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT

WEB RESOURCES:

1. www.icmrindia.org/casestudies/Case_St...
2. www.learnmarketing.net/servicemarketi...
3. marketingteacher.com/lesson-store/les...
4. crl.du.ac.in/ical09/papers/index_file...
5. www.webresearchservices.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

INDUSTRIAL MARKETING

OBJECTIVES:

- To help the learner distinguish between consumer marketing and industrial marketing
- To understand the nuances of industrial marketing
- To learn to formulate industrial marketing strategies and also design industrial marketing mix elements

METHODOLOGY :

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I

- 1.1. Introduction to Industrial Markets.
- 1.2. Industrial Marketing System, Concepts and Characteristics.
- 1.3. Types of Industrial Markets.
- 1.4. Industrial Buyer Behaviour.

UNIT-II

- 2.1. Strategic Industrial Marketing (S.T.P.)
- 2.2. Marketing Information Systems and Marketing Research.

UNIT-III

- 3.1. Classification of Industrial Products and Services.
- 3.2. New Product Development and Introduction.
- 3.3. Industrial Product Management.
- 3.4. Pricing Decisions in Industrial Markets.

UNIT-IV

- 4.1. Formulating Channel Strategies and Physical Distribution decisions.
- 4.2. Promotional Strategies for Industrial Goods/ Services.

UNIT-V

- 5.1. Marketing Strategy formulation, implementation and control
- 5.2. Competitive marketing strategies
- 5.3. Introduction to B2B eCommerce: online exchanges and platforms

TEXT BOOKS:

1. Robert R.Reeder, Edward G.Brierty & Betty H.Reeder: INDUSTRIAL MARKETING; Prentice-Hall International, 2006.
2. Krishna Havaldar, INDUSTRIAL MARKETING, Tata McGraw-Hill, 2005

REFERENCES:

1. Peter M. Chisnall: STRATEGIC INDUSTRIAL MARKETING; Prentice-Hall International, 1995.

2. Richard M.Hill, Ralph S.Alexander & James S.Cross: INDUSTRIAL MARKETING; All India Traveller Book Seller Publishers and Distributors, 2002

WEB RESOURCES:

1. <http://www.developingb2bsales.com.com/>
2. <http://www.eardley.co.za> (Industrial marketing blog)
3. <http://www.b2bstories.com>
4. <http://www.b2bmarketingzone.com> (Community site)
5. <http://www.b2bm.biz> (Information portal)

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on components such as studying competitive marketing strategies of B2B firms, analysis of B2B advertisements, analysis and discussion of B2B cases and quizzes.

INTEGRATED MARKETING COMMUNICATION

OBJECTIVES:

To equip students for a career in Product and Brand Management, Advertising – with special reference to Client servicing, Media planning and research.

METHODOLOGY

The methodology includes, explaining cores concepts, theories and problems of advertising and sales promotion by lecture mode and case discussion, role play, field based mini projects and terms papers, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT-I : ADVERTISING - AN INTRODUCTION

- Origin and Development - Definition and Classification - Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface
STRATEGIC ADVERTISING DECISIONS - Setting Advertising Objectives – The Budget Decision – Preparing the Product and Media Brief

UNIT-II: COPY DECISIONS – Visualization of Ad Layout – Elements of Ad Copy and Creation – Principles of verbal versus visual thinkers, Styles and Stages in advertising copy creation - Copy (Pre-) Testing methods and measurements.

UNIT-III: MEDIA DECISIONS - Media Planning and Selection – Concepts of Reach, Frequency, Continuity, and Selectivity – Measures of Media Cost Efficiency – Media (Readership/ Viewership) Research. The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

UNIT-IV: Measuring Advertising Effectiveness - Control of Advertising by practitioners, media and the market - Advertising in the International Market-place - Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT-V: SALES PROMOTION – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

BRAND EQUITY

- Concepts and Criteria, Building, Measuring and Managing Brand Equity, Linking Advertising and sales promotion to achieve ‘brand-standing’ – Leveraging Brand Values for business and non-business contexts.

TEXT BOOKS:

1. Belch and Belch, ADVERTISING AND PROMOTION, Tata McGraw Hill
2. The Marketing White Book 2010-2011, Business World Publication

REFERENCES

1. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
2. June Valladares: THE CRAFT OF COPYWRITING, Sage Publications.
3. J V Vilanilam & A K Varghese: ADVERTISING BASICS! A RESOURCE GUIDE FOR BEGINNERS, Response Books, Sage Publications.
4. Wright, Winter & Zeigler: ADVERTISING;
5. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
6. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall, India.
7. Subroto Sengupta: BRAND POSITIONING; Tata McGraw Hill.
8. David Ogilvy: OGILVY ON ADVERTISING.
9. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
10. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.
11. Pran Nath Chowdhury: SUCCESSFUL SALES PROMOTION.
12. Kevin Lane Keller: BUILDING, MEASURING AND MANAGING BRAND EQUITY, Prentice-hall India.

WEB RESOURCES:

1. www.advertisingage.com
2. www.Internetretailer.com
3. www.promomaganine.com
4. www.businessweek.com
5. www.addage.com
6. www.ama.org
7. www.emarketer.com

MAGAZINES AND JOURNALS :

All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

INTERNATIONAL MARKETING

OBJECTIVES:

- This course is designed to provide knowledge of marketing management in the international scenario.
- To enable the student to appreciate the nuances of international marketing environment and develop marketing strategies for the dynamic international markets.

METHODOLOGY:

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I

The importance of world trade - Scope and challenges of international marketing - Recent trends and developments in international trade- protectionism, trade barriers, easing trade restrictions, role of the IMF and World Bank, WTO and TRIPS, TRIMS and liberalization of service industries.

UNIT-II

The international marketing environment - Political and legal systems – Multilateral and Geographical Groupings - Culture and Business Customs - Economic and Financial dimensions.

UNIT-III

Assessing international market opportunities - marketing research - International marketing management - planning and organization - Market entry strategies - export, joint ventures and direct investments.

UNIT-IV

Global product management - standardisation vs. differentiation - Product planning and development - Marketing industrial products and services globally - Pricing for international markets.

UNIT-V

Global logistics management - International distribution systems - Global advertising and promotional strategies - Sales management - Developing marketing strategies and programs for international markets.

TEXT BOOKS

1. Philip R.Cateora and John L.Graham, INTERNATIONAL MARKETING, (Irwin McGraw-Hill, 1999, 10th Edn.).
2. Daniels, Raderbaugh & Sullivan, GLOBALIZATION AND BUSINESS, Prentice-Hall India, 2002.

REFERENCE BOOKS:

1. Micheal R.Czinkota and Ilkka A.Ronkainen, GLOBAL MARKETING, The Dryden Press, 1996.
2. Terpstra & Sarathy, INTERNATIONAL MARKETING, Thomson Press.
3. Daniels and Raderbaugh, INTERNATIONAL BUSINESS

WEB RESOURCES:

1. www.gcr.weforum.org
2. www.transparency.org
3. www.agmaglobal.org
4. <http://bx.businessweek.com/global-marketing/>
5. www.marketinginternational.com/blog

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components such as country notebook analysis, developing an international marketing plan, analysis and discussion of international marketing case studies and quizzes.

INTERNET MARKETING

OBJECTIVES:

1. To enable the learner to rethink marketing in a connected world
2. To learn how to sense, create, deliver and sustain value in an online environment
3. To understand the marketing requirements of Brick-and-Clicks and Pure-click businesses
4. To learn to optimize the use of the Internet as a marketing platform

METHODOLOGY:

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I: A framework for internet marketing

Commercial beginnings of the Web – Internet Business models – marketing in a connected world – Internet as a marketing platform: opportunities and challenges – benefits of and barriers to Internet marketing – market opportunity analysis – delivering customer value.

UNIT-II: Strategic Internet marketing

Planning the internet strategy – Stages of Internet marketing – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis – Internet marketing scenarios – pure-play, bricks-and-clicks, bricks-and-mortar.

UNIT-III: Internet market intelligence and user behaviour

Internet demographics: On-line user behaviour and characteristics – navigation behaviour (click-o-graphics) – Market research on the internet, Web tracking audits and demand forecasting Trends in internet marketing – contextual marketing, social commerce

UNIT-IV: Internet marketing mix

Product development: influence of interactivity and individualization – new product development process – Brand building on the web – Designing on-line services – Customer interface design issues

Pricing on the internet – the economics of pricing, pricing process, dynamic pricing and pricing strategies

Internet as distribution channel – disintermediation and re-mediation – the role of Internet intermediaries – Creating and Managing Online Partnerships: Affiliate marketing

Online advertising: models and types, On-line promotion: direct marketing, viral marketing, developing campaigns, eCRM, Search Engine Marketing

UNIT-V: Special Issues in Internet marketing

The design of the customer experience (web design issues relevant to marketing) – managing eService encounters and online customer experience

Internet communities and marketing: the creation and transfer of value within communities

Legal, security and ethical issues in internet marketing

TEXT BOOKS:

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy, Tata McGraw-Hill
2. Strauss and Frost: E-Marketing, Prentice-Hall

REFERENCES:

1. Vassos: Strategic Internet Marketing – Practical e-commerce and branding tactics, Que Books
2. Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing, Prentice-Hall/Financial Times

WEB RESOURCES:

1. <http://www.davechaffey.com/>
2. <http://www.ecommercetimes.com>
3. <http://blog.hubspot.com/> (Internet marketing blog)
4. <http://searchenginewatch.com/>
5. <http://socialcommercetoday.com/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components such as developing an internet marketing plan, analysis and discussion of internet marketing case studies and quizzes.

MARKETING FOR NON-PROFIT ORGANIZATIONS

OBJECTIVES:

- To create an awareness about the nature of marketing function in a non-profit business environment and understand its distinct characteristics and roles.
- To impart an understanding of the design and implementation of the marketing plan, in the context of non-profit organizations.

METHODOLOGY:

Lectures, case discussions, story-telling, role-plays, seminar presentations, position papers, firm/issue analysis, mini-projects, social media content development and sharing

UNIT-I

Introduction to non-profit organizations - Classification and characteristics of non-profit organizations - Role of marketing in a non-profit business setup

UNIT-II

Analyzing market opportunities - Strategic non-profit marketing(segmentation-targeting- positioning)

UNIT-III

Product/service decisions - Price decisions - Distribution decisions - Promotion decisions.

UNIT-IV

Resource generation for non-profit business - Social marketing

UNIT-V

Developing marketing strategies for specific non-profit businesses

TEXT BOOKS

1. Philip Kotler, "MARKETING FOR NON-PROFIT ORGANIZATIONS", 2nd Edition, Prentice-Hall of India(P) Ltd., 1985.
2. Alan R Andreason & Philip Kotler: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS, 6th. Edition, Prentice-Hall India.

REFERENCES

1. Barry J.McLeish, "SUCCESSFUL MARKETING STRATEGIES FOR NON-PROFIT ORGANIZATIONS", John Wiley & Sons, Inc. N.Y., 1995.
2. David C.Hammack and Dennis R.Young(Eds.), "NON-PROFIT ORGANIZATIONS IN A MARKET ECONOMY: UNDERSTANDING NEW ROLES, ISSUES AND TRENDS", Jossey-Bass Publishers, San Francisco, 1993.

WEB RESOURCES:

1. www.marketingplannow.com
2. www.purposeadvertising.com
3. www.nonprofitmarketingblog.com
4. www.kiwano.ca
5. www.johnsuart.blogspot.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components such as developing a marketing plan for a non-profit organization, visit to a non-profit organization, analysis and discussion of non-profit marketing case studies and quizzes.

MARKETING OF FINANCIAL SERVICES

OBJECTIVES:

- To examine the emergence of financial services industry
- To create an awareness about the nature of marketing function in a financial service organization
- To provide both theoretical and practical knowledge in financial services marketing, using the real life cases.
- To gain exposure to the marketing strategies adopted for different financial services such as banking, mutual funds, insurance, etc.

METHODOLOGY

Lectures, field projects, simulation exercise, group discussions

UNIT – I

Financial Services: Meaning – Indian Financial Services Industry – Scope – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services – Innovative Financial Instruments – Challenges Ahead.

UNIT – II

Services Marketing – Concept – Designing the service – Blueprinting – Financial Services Marketing – Concept – Salient Features – New Challenges – Basic Bricks for marketing strategies – Need for Meeting Global Competition – Customer Satisfaction.

UNIT – III

Marketing of Banking Services – Concept, Justification for marketing the banking services – Users and their Behavioural Profile – Product Planning and Development – Marketing Information System for Banks, Significance of MIS to the Banking Organisations – Market Segmentation – Marketing Mix for banking services – Marketing Strategies – India Scenario of Bank Marketing.

UNIT – IV

Insurance Marketing – Concept, Users and Their Behavioral Profile – Market Segmentation – Marketing Information System – Insurance Product – Product Planning and Development – Formulation of Marketing Mix for Insurance organizations – Marketing Strategies – Insurance marketing in the Indian Perspective – Marketing

UNIT – V

Marketing of Mutual Funds: Market Segmentation – Marketing Mix for Mutual Fund Organisations – Marketing Strategies – Marketing of Mutual Fund Schemes in the Indian Perspective – Marketing of other financial services: Marketing of Issues.

TEXT BOOKS:

1. Jha, S.M., SERVICES MARKETING, Himalaya Publishing House, 2003
2. Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House

REFERENCES:

1. Gordon, E, and Natarajan.K., Financial Markets and Services, Himalaya Publishing House, 2003.
2. Valerie Zeithaml & Mary Jo Bitner, SERVICES MARKETING, McGraw Hill.
3. Articles published in all relevant journals(like Journal of Marketing, The Banker, etc.) and Business Periodicals
4. Reports of RBI and SEBI on different services.

WEB RESOURCES:

1. www.bai.org/
2. www.marketstrategies.com
3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com
6. www.afsaef.org

ILLUSTRATIVE EXERCISE:

1. Group Discussion on Recent trends in marketing of financial services.
2. Field Projects on Marketing of financial products and services
3. Simulation exercise for developing a marketing strategy for a given situation

MARKETING RESEARCH

OBJECTIVES:

- To introduce the basic concepts of research and methodology of conducting researches in marketing domain.
- To provide a foundation to pursue the summer training/ project work and a winter project work and a professional career in Marketing Research domain.

METHODOLOGY

The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT-I: Marketing Research – An Introduction

Introduction to Marketing Research – definitions – classification – marketing research process – nature of marketing – ethics in marketing research – importance of problem definition-environment context-internet and computer applications.

UNIT-II: Research designs

Research Design – definition – classification – exploratory research – descriptive research – casual research – interrelationships – usages – significance

UNIT-III: Data collection – methods and tools

Data Collection: Objectives – data sources – data types – primary versus secondary data – classifications of primary and secondary data – accuracy and errors – qualitative and quantitative data – their advantages and disadvantages – Data collection methods – data instruments – administration of data instruments – surveys- observations – interviews.

UNIT-IV: Measurement and scaling techniques

Measurements and scaling – non comparative scaling techniques – itemized rating scales – likert scale – semantic differential scale – staple scale – multi-item scales – Sampling designs and procedures – Non probability sampling Techniques – Probability Sampling techniques – Sample size determination.

UNIT-V: Data analysis and reporting

Data analysis and reporting: Nature of field work – data checking and editing – data cleaning – frequency distribution – cross-tabulation – hypothesis testing – chi-square, phi coefficient, contingency coefficient, other statistics – usage of SPSS – report writing – executive summary – final technical report.

TEXT BOOKS:

1. Malhotra, Naresh: Marketing Research – An applied Orientation, Prentice-Hall of India, New Delhi. (6th Edition)
2. Green, Tull and Albaum: Research for Marketing Decisions, Prentice-Hall India, New Delhi.

REFERENCES:

1. Kinneer and Taylor: Marketing Research – An Applied Approach, McGraw-Hill, New York.
2. Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., New Delhi.
3. Boyd, Westfall & Stasch, Marketing research Text & Cases, AITBS, New Delhi 2004.
4. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
5. Cooper and Schindler, Business Research Methods, Tata McGraw Hill, New Delhi, 2006.

MAGAZINES & OTHER REFERENCES

1. www.emeraldinsight.com (A renowned research journal database)
2. www.ficci.com (*Official web site of Federation of Indian chambers, Commerce and Industry*)
3. www.ibef.org (*Official web site of India Brand Equity foundation, a subsidy of CII*)
4. www.ncaer.org (*National Council of Applied Economic Research – Govt. of India data resource*)
5. www.rbi.org.in (*Reserve Bank of India website*)
6. *Government of India – ministries websites for latest publications / policy notes*

WEB RESOURCES:

1. www.spss.com
2. www.search.ebscohost.com
3. www.in.nielsen.com (*A leading marketing Research Agency in India*)
4. www.imrbint.com (*A leading marketing Research Agency in India*)
5. www.webmonkey.com (*for online surveys*)
6. www.statututorials.com (*Statistics tutorials including worked examples using softwares like SPSS*)
7. www.analyzemath.com/statistics.html (*Statistics tutorials*)
8. www.burns-stat.com/pages/tutorials.html (*Statistics tutorials*)

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

PRODUCT DEVELOPMENT AND MANAGEMENT

OBJECTIVES:

- To familiarize with the process of products development.
- To know the Launch cycle and necessary marketing effort, and
- To understand the organizational aspects of new products.

METHODOLOGY:

Lectures, term papers, industry visit and case discussions

UNIT-I

Nature of New Product Management – Role of New Products in Firm’s Marketing Effort – Characteristics of New Products – Types of New Products

UNIT-II

Strategic Planning for New Products – Process – Objectives – Strategies – Product Program implementation and control – New Product Management in Services.

UNIT-III

New Produce process – Idea generation – Tools and Techniques – Screening of ideas – Concept formulation – Concept testing – Business Analysis – Product Development – Marketing testing.

UNIT-IV

Commercialisation – Product launch cycle – Marketing plan – Strategies – Promotion – post Launch Tracking – Post Launch and Control.

UNIT-V

Organising for New Product – Strategies and Practices – Select cases – Future of New Product Management.

TEXT BOOKS:

1. Eberhand E. Scheuing: NEW PRODUCT MANAGEMENT Merrill Pub. Co., Columbus Ohio
2. Merle Crawford: NEW PRODUCT DEVELOPMENT Irwin Pub.

REFERENCES:

1. Ramanuj Majumdar: PRODUCT MANAGEMENT IN INDIA (Prentice-Hall, India).
2. Robert G. Cooper: WINNING AT NEW PRODUCTS : ACCELERATING THE PROCESS FROM IDEA TO LAUNCH, Perseus Publishing
3. Ulrich, Karl, and Steven Eppinger. **PRODUCT DESIGN AND DEVELOPMENT**. 3rd ed. New York, NY: McGraw-Hill
4. Donal R. Lehmann, Russel S.Winer: PRODUCT MANAGEMENT , McGraw-Hill
5. Research Papers published in Journals.

WEB RESOURCES:

1. <http://www.dmsretail.com/>
2. <http://www.bizmove.com/marketing/m2c.htm>
3. <http://www.12manage.com>
4. <http://www.buzzle.com/articles/marketing-ideas-for-retail-stores.html>
5. <http://www.retailmarketingblog.com/list-growing/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

RETAIL MANAGEMENT

OBJECTIVES:

- This course is designed to provide the learner a good understanding of the concepts, strategies, and trends associated with a retail operation in the Indian market place.
- To help the learner to explore the current retail environment, key retail management strategies, and trends in retailing.

METHODOLOGY

The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT-I: Retailing – Strategy and environment

An overview of retailing – Types of stores – Product retailing vs. Service retailing – Non-store retailing

Retail strategy – Achieving competitive advantage and positioning Retailing environment – legal, social, economic, technological, issues Trends in the Indian Retailing Industry

UNIT-II: Store location and layout

Retail store location and layout – Country/Region analysis – Trade area analysis – Site evaluation and selection

Store design and layout – Comprehensive store planning

Exterior design and layout – Interior store design and layout – Interior design elements

UNIT-III: Merchandise planning and pricing

Planning merchandise needs and merchandise budgets – Methods for determining inventory evaluation – Assortment planning, buying and vendor relations

Merchandise pricing – Price strategies – Psychological pricing – Mark-up and markdown strategies

UNIT-IV: Retailing communication and selling process

Communicating with the retail customer – Retail promotion mix-Advertising – Sales promotion – Publicity

Retail selling process – Retail database – In-store customer service

UNIT-V: Retail trends

Globalisation and changing retail formats – Virtual store – E-tailing – International Retailing – Opportunities and challenges

New customized formats (customized stores, portable stores, merchandise depots, retail theater, service malls, customer-made stores, interactive kiosks, shopping arcades)

TEXT BOOKS:

1. Hasty and Reardon: Retail Management, McGraw-Hill.
2. Lucas, Bush and Gresham: Retailing, Houghton Mifflin – AIPD, India

REFERENCES:

1. Ogden and Ogden: Integrated Retail Management (Indian adaptation), Wiley-DreamTech
2. Gilbert: Retail Marketing Management, Pearson Education

WEB RESOURCES:

1. <http://www.dmsretail.com/>
2. <http://www.bizmove.com/marketing/m2c.htm>
3. <http://www.12manage.com>
4. <http://www.buzzle.com/articles/marketing-ideas-for-retail-stores.html>
5. <http://www.retailmarketingblog.com/list-growing/>

ILLUSTRATIVE EXERCISE

Each student choose two physical and one virtual store do customer profile survey, store location and layout, pricing strategies, merchandising and promotion strategies and prepare a report.

SALES AND DISTRIBUTION MANAGEMENT

OBJECTIVES:

To understand and apply concepts and techniques in Personal Selling and Sales Management.

To understand and apply the dynamics of channel management and the role of out-bound logistics in effective distribution management

METHODOLOGY

The methodology is predominantly lecture mode and case discussion, complemented with a mini-project work.

UNIT – I

PERSONAL SELLING: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials.

UNIT – II

THE SALES FORCE: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

UNIT – III

PHYSICAL DISTRIBUTION: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

UNIT – IV

MANAGING THE MARKETING CHANNEL : Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT – V

E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution,

Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

TEXT BOOKS

1. Charles Futrell: SALES MANAGEMENT, Pearson Education Books
2. Eugene M. Johnson, David L. Kurtz & Eberhard E. Scheuing: SALES MANAGEMENT; Mcgraw Hill.

REFERENCES

1. Bert Rosenbloom: *MARKETING CHANNELS: A MANAGEMENT VIEW*, Dryden Press.
2. Coughlan, Anderson, Stern & El Ansary: *MARKETING CHANNELS*, Prentice-Hall India.
3. Bowersox & Closs: *LOGISTICAL MANAGEMENT*, Tata McGraw Hill.
4. Satish K. Kapoor & Purva Kansal: *BASICS OF DISTRIBUTION MANAGEMENT – A LOGISTICAL APPROACH*, Prentice-Hall India, 2003.
5. Richard R. Still, Edward W. Cundiff & Norman A.P. Govani: *SALES MANAGEMENT*, Prentice-Hall India.
6. Efraim Turban, Jae Lee, David King, & H.Michael Chung: *Electronic Commerce: A Managerial Perspective*, Pearson Education Inc., 2000.

WEB RESOURCES:

1. www.icmrindia.org/casestudies/Case_St...
2. www.learnmarketing.net/servicemarketi...
3. marketingteacher.com/lesson-store/les...
4. crl.du.ac.in/ical09/papers/index_file...
5. www.webresearchservices.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

SERVICES MARKETING

OBJECTIVES:

To differentiate between product and service businesses and equip for a career in marketing in the service industry.

METHODOLOGY

The methodology includes, explaining the basics and problems of services marketing by lecture mode and case discussion, complemented with assignments. The students have to present, individual as well as group assignments in given topics to understand the application of concepts.

UNIT-I : MARKETING OF SERVICES - Introduction - Growth of the Service Sector
- The Concept of Service - Characteristics of Services- Classification of Services
- Designing the Service - Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.

UNIT-II : MARKETING MIX IN SERVICES MARKETING - THE SEVEN Ps -
Product Decisions, Pricing Strategies and Tactics, Promotion of Services
and Placing or Distribution Methods for Services - Additional
Dimensions in Services Marketing - People, Physical Evidence and Process.

UNIT-III: STRATEGIC MARKETING MANAGEMENT FOR SERVICES - Matching
Demand and Supply through Capacity Planning and Segmentation - Internal
Marketing of a Service - External versus Internal Orientation of Service
Strategy.

UNIT-IV : DELIVERING QUALITY SERVICES - Causes of Service-Quality Gaps:
The Customer Expectations versus Perceived Service Gap, Factors and
Techniques to Resolve this Gap - Gaps in Service - Quality Standards, Factors
and Solutions - The Service Performance Gap - Key Factors and Strategies for
Closing the Gap - External Communication to the Customer: the Promise
versus Delivery Gap - Developing Appropriate and Effective
Communication about Service Quality.

UNIT-V: MARKETING OF SERVICES WITH SPECIAL REFERENCE TO

- (a) Financial Services
- (b) Health Services
- (c) Hospitality Services including Travel, Hotels and Tourism.
- (d) Professional Services
- (e) Public Utility Services
- (f) Communication Services
- (g) Educational Services

TEXT BOOK:

1. Valerie Zeithaml & Mary Jo Bitner: SERVICES MARKETING, McGraw Hill.

REFERENCES

1. Christopher H. Lovelock: SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
2. Zeithaml, Parasuraman & Berry: DELIVERING QUALITY SERVICE; The Free Press, Macmillan.
3. Audrey Gilmore: Services marketing and Management, Response Books, Sage Publications.
4. Ron Zemke & Dick Schaaf: THE SERVICE EDGE.
5. Raghu & Vasanthi Venugopal: SERVICES MARKETING

WEB RESOURCES:

1. www.icmrindia.org/casestudies/Case_St...
2. www.learnmarketing.net/servicemarketi...
3. marketingteacher.com/lesson-store/les...
4. crl.du.ac.in/ical09/papers/index_file...
5. www.webresearchservices.com

MAGAZINES AND JOURNALS :

All marketing area related supplementary and periodicals

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

BANK FINANCIAL MANAGEMENT

OBJECTIVES:

- 1) To know the scope of bank financial management
- 2) To understand the various types of risks faced by banks
- 3) To study the various tools and techniques of measuring and managing bank risks.

METHODOLOGY FOR COVERING SYLLABUS

- Class room teaching
- Assignments based on data collection from CMIE Prowess for measuring various types of risks,
- Brain Storming Session on Convergence of financial markets
- Quiz Programme

UNIT I: Bank Financial Management – Introduction – objectives – New types of risks for bank customers and banks – Evolution of financial management function in banks – major areas of bank financial management: Strategic Planning, Performance Planning, Risk Management, Treasury Operations, Profitability measurement, financial, management and cost accounting, Tax planning and compliance and Internal control systems – Organisational structure, systems and skills – Emerging trends in financial management function of banks - convergence of financial markets (universal banking).

UNIT II: Financial Risks faced by bankers – Credit Risk – Market Risk: Liquidity Risk and Interest Rate Risk – Categories of interest rate risk: Mismatch risk, basis risk, yield curve risk, embedded option risk, reinvestment risk, price risk – Operational Risk - Organisational structure for Risk Management in banks – Risk management process – ALCO – Functions of Treasury Department: Dealing Room, middle office and the back office, linkages with other business units – Liquidity and liquidity risk, – need for liquidity by banks – sources of liquidity risks – Static Liquidity Gap Analysis – Structural Liquidity Gap Analysis – Dynamic Liquidity Gap analysis – Scenario Analysis: Bank Specific and Market Specific - Liquidity Adjustment Facility.

UNIT III: – Interest Rate Risk – Theories on interest rates: Pure Expectation Theory, Liquidity Preference Theory and Market Segmentation Theory – Asset Liability management strategy – Methods used for measuring Interest Rate Risk: Traditional & Standardised Gap Analysis (problem) and its pros & cons, Duration Gap Analysis and its pros and cons, Simulation Method, Standard Deviation and Volatility, co-variance and correlation, measurement of volatility, Value at Risk Method, Parametric or Delta Normal Method of Computing VaR, Applications of VaR, Backtesting – Techniques of management of interest rate risk: Derivatives, Interest Rate Options, Forward Rate Agreements (interest rate derivative), Interest Rate Futures, Interest Rate Swaps, on-balance sheet techniques and off-balance sheet techniques.

UNIT IV: Credit Risk: default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk - default, default probability - credit risk management in banks: Limit Systems and credit screening, risk quality and rating, external ratings, internal ratings, credit enhancement, covenants, structured transactions, securitization –

measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies, expected exposures and the time profile, loss in the event of default, credit risk and potential losses, expected losses and unexpected losses, risk based capital, default probabilities over different time horizon, default risk vs. term structure, default risk vs. transition matrices – Operational Risk and its types – organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.

UNIT V: Bank Capital – Tier I and Tier II capital – Computation of capital adequacy: Capital to Risk-weighted Assets Ratio (CRAR) – Risk weights of Funded assets and off-balance sheet items - Profits and profitability – Need for Profits – NPA and its impact on profitability of banks - Bank Profitability Model – Measures of Return (Problem): ROE, ROA, Return on Risk Weighted Assets, Equity Multiplier, Profit Margin, Asset Utilisation , Net Income, Total Income, Total expenditure, spread and burden, average assets – Measures of Risk (problem): Liquidity risk, interest rate risk, credit risk and capital risk - EVA- Performance parameters of Indian Banks: Business parameters, efficiency parameters, productivity parameters and vulnerability parameters – Measures to improve profitability.

TEXT BOOKS:

1. Bank Financial Management, IIBF.
2. Professional Handbook of Financial Risk Management, Marc Lore & Lev Borodovsky, Butterworth and Heinemann Finance.

REFERENCES:

1. RBI Annual Reports & Basle Committee Reports.
2. Financial Risk Manager Handbook, Phillipe Jorian, Global Association for Risk Professionals.
3. Risk Management and Financial Derivatives, Satyajit Das, Mc Graw Hills Publications.
4. Commercial Bank management, Peter S. Rose.

WEB RESOURCES:

1. www.rbi.org.in Speeches
2. www.afajof.org
3. www.bankmanagement.com
4. www.defaultrisk.com
5. www.iibf.org.in
6. www.nibmindia.org

ILLUSTRATED EXERCISES:

1. Assignments based on data collection from CMIE Prowess for measuring interest rate risk by using GAP Analysis Method – 10 Marks
2. Students have to collect minimum of 3 research papers related to BFM from journals and viva will be conducted based on those research papers – 5 Marks
3. Brain Storming Session on Convergence of financial markets – 5 Marks
4. Quiz programme based on all the units – 5 Marks

BANKING AND INDIAN FINANCIAL SYSTEMS

OBJECTIVES:

- To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.
- To evaluate the performance of Banking Institutions and their contribution to the growth of Indian Corporate Sector.
- To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

METHODOLOGY

Class room lectures, assignments and field visits to financial intermediaries

UNIT 1: BANKING SYSTEMS: Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing- Banker and Customer Relationship- Deposit Mobilization- Loans and Advances- Assets and Liabilities Management- Secured Advances- Endorsement and Crossing of Cheques- Payment of Cheques- Collection of Cheques.

UNIT 2: CENTRAL BANKING SYSTEM: Nature- Organization and Management- Functions- Methods of Credit Controls- Objects of Monetary Policy- Autonomy of Central Bank Systems- Indian Money Market- Indian Capital Market- New Issue Market- Banking Legislations in India.

UNIT 3: INDUSTRIAL AND AGRICULTURAL BANKING SYSTEMS: All Indian Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARD- NHB- Micro Financing Institutions.

UNIT 4: FINANCIAL SYSTEMS: Introduction- Overview of Indian Financial System- savings and Financial Intermediation- financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds- Indian Fiscal Systems.

UNIT 5: FOREIGN INVESTMENTS: Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market

TEXT BOOKS:

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill
2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons

REFERENCES:

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House
2. Varshney, Banking and Financial Systems, S Chand
3. SriVastava, Management of Financial Institutions, Himalaya Publications.

WEB RESOURCES:

1. www.rbi.org.in Speeches
2. www.afajof.org
3. www.bankmanagement.com
4. www.defaultrisk.com
5. www.iibf.org.in
6. www.nibmindia.org

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

BUSINESS ACCOUNTING AND ADVANCED FINANCIAL MANAGEMENT

OBJECTIVES:

- To know the various business accounting methods.
- To understand the various sources and uses of funds.
- To understand the various tools of financial management

METHODOLOGY:

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT 1: Business Accounting: Accounting for Partnership Business – Branch Accounts- Departmental accounts- Hire Purchase Accounts- Corporate Accounting- Issue of Shares- Forfeiture of Shares- Redemption of Preference Shares- Preparation of Balance Sheet- Amalgamation- Mergers and Acquisition- Absorption- Internal and External Reconstruction- Practical Problems.

UNIT 2: SPECIAL ACCOUNTS: Public Utility Accounts- Railways, Electricity Accounts- Insurance Company Accounts- Bank Company Accounts- Holding Company Accounts- Consolidated Balance Sheet- Inflation Accounting- Human Resource Accounting- Concept of Environmental Accounting- Difference between Double Accounting and Double Entry Book Keeping- Practical Problems.

UNIT 3: BUSINESS FINANCE: Financial Planning, financial forecasting, forecasting models, Quantitative models (multiple, discriminate analysis) in Financial Analysis, short term financial decisions, advance credit analysis, factoring, credit insurance, cash management models.

UNIT 4: FINANCIAL DECISIONS: Interaction of investment and financing decisions, assessing borrowing capacity of the firm, Innovative of Option Embedded Corporate Liabilities, Leasing.

UNIT 5: BUSINESS RESTRUCTURE: Corporate restructuring, forms of corporate restructuring, mechanics of mergers and acquisitions, corporate turnaround strategies, international financial managements, international investment decisions, cost of capital for foreign investment, financing foreign operations.

TEXT BOOKS

1. Tony Davies., Business Accounting and Finance, Tata Mc Graw Hill
2. Shukla M.C., Corporate Accounting, S. Chand & Co, New Delhi

REFERENCES:

1. Khan, M. Y and Jain P. K., Financial Management, Tata Mc Graw Hill
2. Bolten , S, E., Managerial Finance, Boston, Houghton Mifflin Co.
3. Pandey, I. M. Financial Management, Vikas Publishing House.

WEB RESOURCES:

1. www.accountingformanagement.com
2. <http://www.business.com/directory/accounting/software/>
3. www.icaai.org
4. www.icsi.edu
5. www.icwai.org

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

CORPORATE FINANCE

OBJECTIVES:

- To understand the concept of Business Finance and Finance Techniques.
- To gain experience in financial policies, strategies and practices towards efficient corporate financial accounting and management.

METHODOLOGY:

Lectures, Numerical Problems solving, regular exercises and surprise tests

UNIT-I

Definition of Corporate Finance – Importance of Corporate Finance – Functions of Corporate Finance – Scope of Corporate financing – Financial Planning – Financial Forecasting – Demand Forecasting – forecasting Techniques – Profit Planning – Marginal cost decision making, standard cost and techniques.

UNIT-II

Capital rationing – Sensitivity analysis – Mutually exclusive projects – Public utility accounts – Repairs and replacements – Banking company accounts – Insurance company accounts – Double accounts.

UNIT –III

Promotion of Corporate bodies – Financial markets – Money markets – Capital Markets – Stock exchange – Different kinds of securities – Valuation of shares, Bond, reference talk and good will, risk investment analysis – Tools of risk investment analysis – Inflation.

UNIT – IV

Merger, Amalgamation, Absorption, External Reconstruction – Consolidation – Holding Company – Forms of combinations – Issue of shares – Role of Banking in Corporate Finance – Development banks and corporate finance.

UNIT - V

Definition of projects – Projects appraisal – Financial Analysis, Technical Analysis, Social cost benefit analysis – Cost benefit analysis.

TEXT BOOKS:

1. S.C. Kuchal: CORPORATE FINANCE.
2. S.K. Stephen A. Ross, Corporate Finance, Mc Graw Hill/Irwin

REFERENCES:

1. Basu: INDUSTRIAL FINANCING IN INDIA.
2. S.M. Sukla: ADVANCED ACCOUNTANCY
3. Richard A Brealey, Stewart C. Myers, Alan J Marcus, Fundamentals of Corporate Finance, Mc Graw Hill.

WEB RESOURCES:

1. www.etaxportal.com/
2. www.taxmanagementindia.com
3. www.companysecretaryindia.com
4. www.accountant-search.com/

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

CORPORATE TAX MANAGEMENT

OBJECTIVES:

1. To make the students understand the canons of taxation.
2. To train them to calculate income tax for individuals and corporate
3. To make the students to appreciate the tax applications in managerial and financial decision making.

METHODOLOGY

Lectures, numerical problems solving, training on filing tax returns for individuals and corporate

UNIT 1

Basic concepts- assessment Year- Previous Year-Person- Assesse- Income-Gross Total income- Total Income- Capital Asset- Company- Capital Receipts Vs Revenue Receipts- Capital Expenditure Vs Revenue Expenditure- Methods of Accounting- Amalgamation. Residential Status and Tax Incidence- Incomes Exempt from Tax.

UNIT 2

Computation of Profits and Gains of Business or Profession- General Principles- Deductions and Allowances- Deemed Profits- Income from Undisclosed Sources- Valuations of Stock- Problems on Computation of Income from Business or Profession.

UNIT 3

Taxation of Companies: Definitions of Indian Company-Domestic Company, Foreign Company, Industrial Company, Widely Held Company, Closely Held company, Investment Company, Consultancy, Service Company and Trading company. Deductions available Company- Carry Forward and Set off of Losses in the cases of certain companies-Tax on undistributed Profits of Domestic Companies- Problems on Computation of Taxable Income of Corporate Assessee.

UNIT 4

Tax Consideration in Specified Managerial Decisions and Their Implications on Cash Flow, Make or Buy, Own or Lease, Retain or Replace, Export or Domestic Sales, Shutdown or Continue, Purchase by Installation or Hire, Expand or Reduce the Size of Business.

UNIT 5

Tax Consideration in Special Areas- Foreign Collaboration Agreements, Mergers, Amalgamation, Reconstructions, Acquisition, Capital Structure, Dividend Policy- Depreciation and Other Allowances- New Industrial Undertakings and Tax Relieves- Personal Compensation Plan.

TEXT BOOKS:

1. Vinod K. Singhania, DIRECT TAXES; LAW AND PRACTICE, Taxmann Publications, New Delhi.

2. Mehrotra and Goyal, INCOME TAX LAW AND PRACTICE, Sahitya Bhawan, Agra.

REFERENCES:

1. Lakhotia, R. N., and S. Lakhotia, CORPORATE TAX PLANNING HAND BOOK, Vision Books, New Delhi.
2. Palkivala, N.A., and Palkivala B. A., KANGA AND PALKIVILA'S LAW & PRACTICE OF INCOME TAX, N.M. Tripathi.
3. Bhagwati Prasad, DIRECT TAXES LAW AND PRACTICE, Wishwa Prakash, New Delhi.
4. B.B. Lal, DIRECT TAXES PRACTICE AND PLANNING, Konark.

WEB RESOURCES

1. www.etaxportal.com/
2. www.taxmanagementindia.com
3. www.companysecretaryindia.com
4. www.accountant-search.com/

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

ENVIRONMENTAL ACCOUNTING AND COSTING

OBJECTIVES:

- To get an insight into the environmental accounting and costing system.
- To cover the inter relationship between the costing system and cost computations.
- To understand the importance of environmental accounting

METHODOLOGY

Lectures, numerical problem solving, term projects

UNIT 1

CONCEPT OF ENVIRONMENTAL ACCOUNTING: Environment- National Accounts- Importance of National Resource and Environment- Sustainable Development- Origin and Development of Environmental Accounting- Natural Resource and Environmental Accounting in Other countries- The UNSO System- SNA System- SEEA.

UNIT 2:

VALUATION OF NATURAL ASSETS: Market Value Approach- Present Value Approach- Net Price Approach- Maintenance Cost Approach- Compensation Cost Approach-Valuation of Welfare Losses from Environmental Deterioration- Merits and Demerits of Environmental Accounting- Implementation of Environmental Accounting- Environmental Accounting for Developing Countries- Practical Problems.

UNIT 3

CONCEPT OF COSTING: Scope- Objectives- Benefits and Functions of Costing Systems- Cost Unit- Cost Center- Cost Classification- Types of Costing- Material Costing- Labor Costing- Overhead Costing- Practical Problems.

UNIT 4

COSTING METHODS: Unit- Job- Batch- Contract –Process- Joint Product- Byproduct- Operating Cost Reconciliation- Practical Problems

UNIT 5

SPECIAL COSTING: Standard Costing- Cost Value Profit Analysis- Margin of Safety- Key Factor Analysis- Master Budgets- Production Budgets- Zero Budgets- Control Ratios- Cost Audit- Practical Problems.

TEXT BOOKS:

1. Das Gupta: Environmental Accounting, S. Chand
2. Das Gupta: Advanced Costing, Sultan Chand

REFERENCES:

1. Jain and Narang: Advanced Costing, Kalyani Publications
2. S.P. Iyengar: Cost Accounting, Sultan Chand
3. M. L. Agarwal: Cost Accounting, S Chand

WEB RESOURCES

1. www.ecological-economics.org
2. www.gdrc.org/sustdev/concepts/07-ema.html
3. www.fsn.co.uk/.../environmental_accounting_an_activity_based_costing_approach.ht
4. www.icaai.org/resource_file/10355720-726.pdf
5. www.unpei.org/PDF/.../Environmental-accounting.pdf

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

EXPORT MANAGEMENT

OBJECTIVES

- To make the students well aware about the formalities associated with export trade.
- To make the students aware of the external environmental factors having a bearing on the export trade.
- To make the students aware of the export stimulation efforts of the government and the opportunities available to exporters to make good business.

METHODOLOGY

1. Lectures shall be delivered on the theory aspects of the paper.
2. Students shall be made to submit assignments about the various issues related to exports and the institutional support available for promotion of exports.
3. students shall be asked to assess the support available for boosting exports in Puducherry and the impact of such measures in the UT.

UNIT 1- Exports- Meaning, scope and difference between export and domestic trade; Difficulties in export trade- fishing in turbulent waters- Impact of external and internal environment on export trade; Identifying and selecting foreign markets- modes of entering foreign markets.

UNIT 2- Product planning for exports; Product designing - standardization Vs. Adoption; Export pricing; Factors influencing export price; Pricing process; Methods of pricing; International price quotations; Payment terms.

UNIT 3- Promotion of product for export; Methods of international promotion; Direct mail and sales literature; Advertising, personnel selling; Trade fairs and exhibitions. Branding and packaging; Labelling; Quality issues; After sales services. Distribution channels and logistics decisions for export trade; Selection and appointment of foreign sales agents.

UNIT 4- Export policy and practices in India; EXIM Policy; Legislative framework regarding exports- Customs Act, FERA and FEMA; Trends in India's foreign trade; EXIM Bank; Measures for Export promotion and incentives offered for exports by the government of India- EPZs, EOUs, and FTZs.

UNIT 5- Export documentation; Export procedure; Free Trade Agreements negotiated by India; WTO and its impact on India's agriculture and textiles trade; TRIPs and TRIMs.

TEXT BOOKS

1. Dr Francis Cherunilam, International Trade and Export Management Himalaya Publications (Students Edition, Edition No. 14)
2. Eugene W Perry, Practical Export Trade Finance; ISBN: 1556230184. Publisher: Irwin Professional Publications; Published date: May 1 1989.

3. John E Ray, Managing Official Exports, Publisher: Peterson Institute

REFERENCES

1. RBI Annual Report and bulletins published by the RBI.
2. The government of India website.

WEB RESOURCES

www.indiadata.com
www.indianindustry.com
www.dateyvs.com
www.dacnet.nic.in
www.thaitrade.com
www.tradeindia.com
www.ieport.com
www.infodriveindia.com
www.export.gov
www.exportvirginia.org
www.scribd.com
www.taonline.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

FINANCIAL ENGINEERING

OBJECTIVES:

- To introduce the concept of Financial Engineering and its evolution
- To acquaint the students with the conceptual tools of Financial Engineering
- To make the student understand the physical tools of Financial Engineering, its processes and strategies.
- To appraise the students with the recent developments and future trends in Financial Engineering

METHODOLOGY FOR COVERING SYLLABUS

- Class room teaching of all the units
- Practical assignment and its presentation
- Viva based on research papers related to strategies for financial services
- Quiz programme for all the units.

UNIT-I:

Introduction – Scope – Financial Engineering Versus Financial Analysis - Financial Engineering Team, Productizing the solution – career opportunities for Financial Engineers - Factors contributing to the growth of Financial Engineering (Case study): Environmental Factors (price volatility, globalisation, tax asymmetries, technological advances, advances in financial theory, regulatory changes, competition and transaction cost) and Intrafirm factors (liquidity needs, risk aversion, agency cost, quantitative sophistication, management training and accounting benefits) – Knowledge Base of Financial Engineer: Financial theory, mathematical and statistical skills, modelling skills, product knowledge, knowledge of relevant technology, accounting, tax and legal expertise – Financial Innovations in India: any five instruments/processes/strategies with the factor(s) responsible for the same (Case Study).

UNIT-II:

Conceptual Tools of the Financial Engineer – Valuation relationships and applications: cash flows, time value, sensitivity analysis, applications, spreadsheets, compounding, absolute vs. relative valuation – Measuring return: Utility theory, profit vs. rates, before and after tax rates of return, rates of return and compounding, investment horizon – Risk: volatility, sources of price risk, expressing price risk, mathematics of portfolio analysis, risk aversion and portfolio analysis, role of investment horizon – Measuring Risks: Measuring exposure to risk – Managing Risk: Insurance, Asset/Liability Management, Hedging - Understanding interest rates: Debt instrument, coupon, yield curve, investment risks in debt markets, interest rate risk (duration and dollar value of a basis point), default risk, reinvestment risk, call risk, prepayment risk, purchasing power risk - Exchange rates: Basics, determinants (interest rate parity, purchasing power parity and the Fisher equation), other factors influencing exchange rates – Speculation and its methods – Arbitrage and its forms – Efficient Market Hypothesis.

UNIT-III:

Physical tools of the Financial Engineer : New Product Development Model: Direction, Design, Testing, Introduction and Instruments Preview – Futures and Forwards: Forward Rate Agreements – Swaps: structure of a swap, interest rate swap, currency swap, commodity swap, variants, swap dealer's role – Single Period Options: call and puts, pay off profiles, hedging with options, cash settled options – Debt Market Innovations: zero coupon securities, collateralized mortgage obligations (CMOs), Asset Backed Securities, Repo and reverse repo, junk bond, shelf registrations – Equity related innovations: equity options, equity warrants, rights issue, pooled investment vehicles, index futures and index options, American Depository Receipts and Global Depository Receipts – Hybrid securities: process of constructing new hybrid securities, types of structured hybrid securities based on security linkage, security structure, derivative form, distribution method – Investor motivation and issuer motivation.

UNIT-IV:

Financial Engineering, Process and Strategies: Evolution of ALM (Asset – Liability Management), Five foundation concepts in ALM strategy (liquidity, term structure, interest rate sensitivity, maturity composition, and default), Gap Management, Investment Banker in ALM: Total Return Optimisation and Risk Controlled Arbitrage – Hedging: Hedge ratios, composite hedging, size of hedge, measuring hedge effectiveness and cost of hedging, Building Block Approach (BBA) to hedging – ways to visualize the BBA: risk and pay off profiles, boxed cash flow diagrams and time line cash flow diagrams – Other Risk Management Techniques: OTC options market (path-dependent options, look-back options and option-linked loans), diversification, credit enhancement, overcollateralization, assignment(reinsurance) – Synthetic securities: synthetic puts and synthetic zeros, cash and carry synthetic.

UNIT-V:

Impact of Globalisation on the financial services industry: international commercial banking, International security markets, International investment banking - Legal Protections for Innovative Financial Products and Services: Copy right, Patent, Trademark or service mark.

TEXT BOOKS:

1. John F. Marshall & Vipul K. Bansal FINANCIAL ENGINEERING – A COMPLETE GUIDE TO FINANCIAL INNOVATION, Prentice Hall India.
2. Salih N. Neftci, Principles of Financial Engineering, Elsevier, Academic Press, 2004.

REFERENCES

1. Keith Cuthbertson and Dirk Nitzsche, Financial Engineering: Derivative and Risk Management, John Wiley, 2001
2. John Hull, Options, Futures, and Other Derivatives, Prentice Hall
3. Salih Neftci, Introduction to the Mathematics of Financial Derivatives, Academic Press.

4. Paul Wilmott, Derivatives: The Theory and Practice of Financial Engineering, Wiley

WEB RESOURCES:

1. www.fea.com
2. www.iafe.org
3. www.financialcomputing.org
4. www.global-derivatives.com
5. www.quantfinancejobs.com

ILLUSTRATED EXERCISES

1. Students are to collect 3 research articles in the area of financial services strategies and viva will be held based on those research papers – 5 marks
2. Assignments based on CMIE data base and excel on arbitrage eg., tax asymmetries, etc. -5 marks
3. Developing a blueprint for a financial service of your choice – 5 marks
4. Brain storming session on Challenges for Future Financial Managers and submission of individual reports – 5 marks
5. Quiz programme based on all the units – 5 marks.

FINANCIAL MARKETS AND SERVICES

OBJECTIVES:

- To know about the Indian financial system and its players
- To understand the security market regulations
- To keep abreast of recent financial services

METHODOLOGY

Class room lectures, practical assignment, group discussions

UNIT-1

Indian financial system – overview of financial markets in India – Capital markets – money market – government securities markets – foreign exchange market – derivative markets – financial sector reforms.

UNIT-II

Structure and institutions in capital market and money market – new issues market – new instrument – role of new issues in industrial financing – floating of new issues – options and futures.

UNIT-III

Securities market in India – origin and emergence – types of securities – investment environment -sources of investment information – stocks exchange in India – trading in stock exchange – listing of securities.

UNIT-IV

Security market regulations: securities contract and regulation act, 1945 – regulation and control of stock exchanges, OTCE, NSE – market intermediaries : stock bookers – underwriters. SEBI Act: guidelines relating to capital issues, pricing, insider trading and investor protection.

UNIT-V

Overview of financial services – merchant banking – functions, regulation – leasing and hire purchasing, factoring, venture capital, mutual funds, credit rating agencies, depositories.

TEXT BOOKS

1. Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 1998.
2. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand & Sons 2000.

REFERENCES

1. SEBI guidelines, Nabhi publications New Delhi.
2. Gordon and Natarajan, FINANCIAL MARKETS AND SERVICES, Himalaya publishing House 2001.
3. Sontomero and Babbel, FINANCIAL MARKETS, INSTRUMENTS AND INSTITUTIONS , MC Graw Hill 1998.

4. Vasant Desai, THE INDIAN FINANCIAL SYSTEM, Himalaya publishing House.

WEB RESOURCES

1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions ›
3. www.financialservicesbiz.com/
4. business-services.exportersindia.com/financial/

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

FINANCIAL SERVICES MANAGEMENT

OBJECTIVES:

- To examine Financial Services management as an important and contemporary area of financial management
- To understand the various financial services and their future
- To determine the most suitable financial service, given the situations and contingencies
- To appreciate the role of management in superior Financial Services

METHODOLOGY

Class room lectures, practical assignment, group discussions, case studies, updation of news from financial dailies

UNIT-I:

Introduction – Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

UNIT-II:

Merchant Banking: Origin, growth and services rendered by merchant bankers: Issues Management and other services – Problems and scope of merchant banking in India – Mergers and Acquisitions: Motives, Merger Analysis, Terms of Exchange, Cash purchase, Stock Exchange Acquisitions, Leverage Buyouts and Management Buyouts.

UNIT-III:

Leasing: Concept, Types, Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Accounting Treatment and sales tax provisions – Lease Financing in India – Factoring: Meaning, Modus operandi, types, functions – Factoring in India.

UNIT-IV:

Mutual Funds: Meaning, Origin, Types/Classification of Funds, Importance, Mutual Funds Industry in India – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V:

Insurance: Meaning, Types, Insurance Industry in India and related reforms – Other Financial Services: Hire Purchase, Commercial paper, Credit Cards, Credit Rating, Recent trends in marketing financial services.

TEXT BOOKS:

1. Khan, M.Y., Financial Services, Tata McGraw Hill, 2001.

2. Gordon, E., and Natarajan, K., Financial Markets and Services, Himalaya Publishing House, 2003.

REFERENCES:

1. Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House.
2. All relevant journals and periodicals.
3. Reports of relevant Committees or workgroups published by RBI.
4. Reports and guidelines of RBI and SEBI on different types.

WEBSOURCES

1. www.ibef.org/industry/financialservices.aspx
2. www.capgemini.com › Services & Solutions ›
3. www.financialservicesbiz.com/
4. business-services.exportersindia.com/financial/

ILLUSTRATED EXERCISES

1. To analyse the benefits (before and after) of merger or acquisition of companies and submission of report (each student can take one case in any of the sectors); data can be taken from CMIE data base – 10 marks
2. Group discussion on recent trends in financial services industry and submission of report by each student. – 5 marks
3. Submission of assignment based on the exploration of websites of financial intermediaries to understand the latest products and services offered by them.
4. Collection of news items from financial news dailies to understand the innovative financial instruments used by corporate.

INFRASTRUCTURE FINANCE

OBJECTIVES:

- To identify the sources of infrastructure finance
- To know the mechanism of infrastructure finance
- To understand the importance of infrastructure finance

METHODOLOGY

Class room lectures, field projects, group discussions

UNIT 1: PROJECT FINANCE: Infrastructure finance Vs Project Finance- Evaluation of Private and Commercial Financed infrastructure Projects- Structural Issues- Dissatisfaction with the Performance of Existing PSUs- Lack of Funds with Government

UNIT 2: STRUCTURAL FINANCE: Concept- Risk Participation- Assistance- types of Guarantees- Contemporary Products- Pricing of Issues- Commercialization.

UNIT 3: PRIVATIZATION: Outlook for Infrastructure Projects- Demand for Infrastructure in future- Supply of infrastructure finance- Scope and Avenues- Business and Major Players

UNIT 4: PRODUCTS: Funded and Non-funded- Types- Take Out Products- Tax Implication- Role of FI and Banks- Portfolio of FI and Banks- Skill Required for infrastructure finance- Flow chart of infrastructure Projects

UNIT 5: PROJECT PROCESS: MOU Projects- Types of Projects- BOT – BOOT- BOLT- BOO- LROT- RMOT- Concession on Agreement- Key Contracts- EPC- O&M- Financial Closure- Functions of TAMP, CERC, SERC, TRAI- Risk analysis- infrastructure Project appraisal.

TEXT BOOKS

1. Moris, Sebastian Indian Infrastructure Report ED., Oxford University Press
2. Raghuram S. Infrastructure Development and Financing, Delhi, Macmillan

REFERENCES:

1. International Finance Corporation Financing Private Infrastructure: Less of Experience, World Bank, Washington, D.C.
2. Dieter, Helm and Tim Jenkinson, Competition in Regulated Industries, UK, Oxford University Press
3. Bamford, C.G. Transport Economics, Heinemann Pub, Oxford.

WEB RESOURCES

1. www.iifcl.org/
2. ifmr.ac.in/pdf/workingpapers/21/SourcesInfraFin.pdf
3. www.idfc.com
4. Moneycontrol.com

5. planningcommission.nic.in/reports/genrep
6. www.pppinindia.com/pdf/deepak_parekh_report.pdf
7. www.iimcal.ac.in/.../FINANCING%20INFRASTRUCTURE%20PROJECTS.pdf

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

INTERNATIONAL FINANCE

OBJECTIVES:

- To have exposure on International aspects of Financial Management
- To understand the Foreign Exchange Management
- To introduce derivatives aspect of International Finance

METHODOLOGY

Class room lectures for all units

Information available in the papers regarding forex rates and FEMA rules will be discussed

Students will be asked to watch forex rates closely

UNIT-I:

Financial Management in a Global Perspective: Globalisation. Trends in international Trade and Cross Border Financial Flows. India in the Global Economy. Challenges of International Financial Management. International Monetary System and Financial Markets: Balance of Payments. International Monetary System. An Overview of International Financial Markets. Exchange Rate Determination and Forecasting. Purchasing Power Parity. The Fishers' Effect. Interest Rate Parity.

UNIT-II:

The Foreign Exchange Market: Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Arbitrage, Forward Rates, Evolution of Exchange control and the foreign Exchange Market in India, Exchange Rate Computations.

Currency Derivatives: Currency Futures, Currency Options.

UNIT-III:

Foreign exchange Exposure and Risk: Economic Exposure, Transaction Exposure, Translation Exposure, Management of Exposures.

UNIT-IV:

Working Capital Management in a Multinational Context: Short-term Borrowing and Investment, Centralised Vs. Decentralised Cash Management, Cash Transmission.

International Equity Investment: Risk and Return, The International CAPM, Equity Financing in the International Markets.

Long-term Borrowing in International Capital Markets: The Major Market Segments, The International Financing Decision, International Leasing.

UNIT-V:

International Project Appraisal: Review of NPV approach, Adjusted Present Value Framework, Project appraisal in the International Context, Exchange Rate Risk and Cost of Capital, International Joint Ventures.

An Introduction to Financial Swaps: Major Types, Motivations Underlying Swaps, Application of Swaps, Valuation of Swaps.

International Accounting and Taxation: Accounting for Foreign Currency Transactions, Accounting for Foreign Operations.

TEXT BOOKS:

1. Cheol S.Eun, Bruce G. Resnick, INTERNATIONAL FINANCIAL MANAGEMENT, Irwin McGraw Gill, 1998.
2. Apte,P.G., INTERNATIONAL FINANCIAL MANAGEMENT, 2nd Ed., Tata McGraw Hill, 1998.
3. Ephraim Clark., INTERNATIONAL FINANCIAL MANAGEMENT, 2nd Ed., Cengage Learning India Edition, 2002.

REFERENCES:

1. Jeff Madura, INTERNATIONAL FINANCIAL MANAGEMENT, 6th Ed., South-Western, 2000.
2. Maurice D. Levi, INTERNATIONAL FINANCE, 3rd Ed., McGraw Hill, 1996.
3. Alan C. Shapiro, MULTIMATIONAL FINANCIAL MANGEMENT., Prentice Hall of India.
4. Madhu Vij., INTERNATIONAL FINANCIAL MANAGEMENT, 2th Ed., Excel Books, 2006.
5. Reid W.Click and Joshua D.Coval., THE THEORY AND PRACTICE OF INTERNATIONAL FINANCIAL MANAGEMENT., Prentice-Hall of India private limited.New Delhi-2004

WEB RESOURCES:

1. www.imf.com
2. www.cob.ohio-state.edu/fin/faculty/werner/825/Introduction.ppt
3. www.mhhe.com
4. www.mhhe.com/business/finance/er2e/ppt.mhtml
5. www.ifmanet.org/en/event.htm

ILLUSTRATIVE EXERCISE:

The students will asked to submit reports on factors determining foreign exchange

The students will be asked to visit forex dealer office

The students should bring some success stories of companies in international finance

RISK MANAGEMENT AND INSURANCE

OBJECTIVES:

- To introduce the concept of risk management and insurance
- To familiarize the conceptual frame work of risk management and insurance decisions
- To understand the business risk management and public policy issues

METHODOLOGY

Class room lectures, field projects, group discussions

UNIT I: RISK MANAGEMENT: Introduction to risk and uncertainty – introduction to risk management – Rationale for Risk Management in organizations.

UNIT II: RISK ASSESSMENT: Risk identification – risk analysis – Exposures – physical assets – financial assets – human assets – legal liability – work-related injury – Risk measurement - Risk control Tools – Risk financing techniques – Risk Management Decisions – Data Organisation and Analysis.

UNIT IV: INSURANCE MARKETS AND FUNCTIONS: Insurance Industry – Pricing of Insurance – Insurance Regulation (IRDA) – Financial assessment – Legal Aspects of Insurance Contracts – Insurance Contract Analysis – property and liability coverage – Classification of Policies – Annuities – Surrender Values – Valuation and Surplus.

UNIT V: TYPES OF INSURANCE: Life Insurance – Marine Insurance – Fire Insurance – Motor Insurance – Fidelity Insurance – Double Insurance – Re-insurance – Business Insurance Programs – Health Care financing – Health Care insurance – Employee Benefit Plans.

UNIT VI: INSURANCE ACCOUNTS: Valuation Balance Sheet – Life Insurance Accounts – Fire Insurance Accounts – Marine Insurance Accounts – Essential Elements of Insurance Contract – Practical Problems.

TEXT BOOKS

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, Tata Mc Graw Hill.
2. Arthur.C. Williams and Richard M. Heins, Risk management and Insurance, Mc Graw Hill.

REFERENCES

1. Mishra, M.N., Insurance – Principles, and practices, S. Chand & Co.
2. IRDA publications.
3. Patterson, Edwin, W., Essentials of Insurance Law, Mc Graw Hill.

WEB RESOURCES:

1. www.bseindia.com
2. www.nseindia.com
3. www.indiaipo.com
4. www.capitalmarket.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

OBJECTIVES:

- 1) To have understanding on investment and avenues of investment
- 2) To have exposure on functioning of capital market
- 3) To understand various theories of portfolio management

METHODOLOGY

Class room discussion for all the units

Latest information about market movements, Emphasis will be given for problems and latest information

UNIT-I:

Investments – Investment Vs. Speculation – Investment Process – Investment categories – Risk and return – Factors Influencing Risk – Measuring – Measuring Risk and Return, Valuation of Equity: Dividend Models, Price/Earnings Approach.

UNIT-II:

Equity stock Analysis: Economic analysis: Key Macroeconomic Factors. Industry analysis: Industry Life Cycle Analysis. Analysing the Structure and Characteristics of an Industry – Profit Potential of Industries. Company Analysis: Analysing the Financial Statements, The Chemistry of Earnings, Forecasting via the Earnings Model, Market Share/Profit Margin Approach, Independent Forecast of Revenue and Expenses. Bond analysis – Returns and Risk – Valuation of Bonds – Bond Management Strategies: Duration.

UNIT-III:

Options: Types – Determinants of Option value – Option Position and Strategies – Option pricing. Futures: Stock Index futures – Portfolio strategies using futures – Futures on fixed income securities – Futures on long term Securities.

UNIT-IV:

Technical Analysis: Market Indicators, Forecasting Individual Stock Performance. Efficient Market Theory – Random Walk – The Efficient Market Hypothesis. Portfolio Analysis: Effects of combining securities – Markowitz's Mean-Variance model. Portfolio selection: Risk and investor Preferences – Constructing the portfolio – Significance of beta in the Portfolio.

UNIT-V:

Capital market Theory: CAPM – Arbitrage Pricing Theory. Management Portfolios and performance evaluation: Sharpe Index, Treynor Index, Jensen's Model.

TEXT BOOKS:

1. Donald E. Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, 6th Ed., Prentice Hall of India, 2000.

2. Prasanna Chandra SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT, 2th Ed., Tata McGraw Hill.

REFERENCES:

1. Prasanna Chandra, MANAGING INVESTMENTS, Tata McGraw Hill.
2. R.J.Fuller and J.L. Farrel, MODERN INVESTMENTS AND SECURITY ANALYSIS, McGraw Hill.
3. Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
4. Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico, Bombay.
5. Punithavathy, Pandian (2003). Security Analysis and Portfolio Management. Vikas Publishing House.
6. Avdhani, V.A. (6th ed., 2003). Security Analysis and Portfolio Management. Himalaya Publishing House.
7. V. K. Bhalla .,Investment Management, S. Chand, 15th Revised Edition 2008
8. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi, 2008.
9. William F.Sharpe, Gordon J Alexander and Jefferay V.Bailey, Investments, 6th Edition, PHI Learning Private Limited, New Delhi, 2008.
10. Reilly and Brown, Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning, New Delhi, 2009.
11. Kevin S, Security Analysis and Portfolio Management, PHI Learning, New Delhi,2009.

WEB RESOURCES :

1. www.bseindia.com
2. www.nseindia.com
3. www.indiaipo.com
4. www.capitalmarket.com
5. www.equitymaster.com
6. www.indiaipo.com
7. www.indiainfoline.com
8. www.myiris.com

ILLUSTRATIVE EXERCISE:

The students will be asked to watch price trends closely. They will be asked to draw trend line by taking actual price. They have to predict future price using RSI, ROC, Bollinger band and Moving average

They have to identify good public issue and they have to apply for it

They have to bring stories about various scam

They need to know the features of not only Indian Stock exchanges but also foreign exchanges

They have to visit office of stock broker

Some will be asked to do some mini projects

STRATEGIC COST MANAGEMENT

OBJECTIVES:

- This basic objective of the course is to provide strategic cost information and techniques and their application to 'efficient and effective' business decisions.

METHODOLOGY

Class room lectures, group discussions

UNIT-I:

Introduction to Strategic Cost Management – Basic Cost Concepts, Cost Drivers, Cost allocation and apportionment – Strategic Analysis and Strategic Cost Management.

UNIT-II:

Cost Management Systems – Job Costing – Process Costing – Joint Products – Strategic Profitability Analysis – Pricing Decisions and Cost Management.

UNIT-III:

Cost Accounting and Operational Control – The Budgetary Control (Flexible and Fixed) – Standard Costing: Direct Materials, Direct Labour and Factory Overhead – Managing Productivity and Marketing effectiveness.

UNIT-IV:

Management Planning and decision making – Cost Estimation – Cost-Volume-Profit Analysis – Strategy and the Master Budget - Decision Making with a Strategic Emphasis – Capital Budgeting and Strategic Cost Management.

UNIT-V:

Contemporary Cost Management – Activity Based Costing and Management – Target Costing – Theory of Constraints – Life cycle Costing – Management Control and Strategic Performance Measurement.

TEXT BOOKS:

1. Blocher, I., Chen, Lin, COST MANAGEMENT: A STRATEGIC EMPHASIS, McGraw Hill, 1999
2. Herngren, Datar and Foster, COST ACCOUNTING: A MANAGERIAL EMPHASIS, Pearson Education, Eleventh Edition, 2003.

REFERENCES:

1. Jawahar Lal, COST ACCOUNTING, Tata McGraw Hill, Second Edition, 1999.
2. Nigam and Jai, COST ACCOUNTING PRINCIPLES AND PRACTICE, Prentice Hall of India Publishers, 2000.

WEB RESOURCES:

1. www.bai.org/
2. www.marketstrategies.com

3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

STRATEGIES FOR FINANCIAL SERVICES

OBJECTIVES:

- 1) To understand the application of strategic management concept in financial services sector.
- 2) To prepare the students to design strategies required for financial services sector
- 3) To develop skills among the students to manage various strategies through

METHODOLOGY FOR COVERING SYLLABUS

- Class room teaching
- Case studies
- Group Assignments on developing Porter's 5 forces model for financial services intermediaries such as banks, insurance companies, mutual funds, investment banks
- Brain Storming Session on Multiple Regulatory Bodies in India
- Viva based on research papers related to strategies for financial services

UNIT I: Indian Financial Services Industry – Market Players & Regulators – DFIs, commercial banks, merchant banks, insurance companies, mutual funds, investment banks, NBFCs, etc. – Strategic Management – importance and its application for managing financial services companies.

UNIT II: Competitive strategies – Five Forces that shape strategy in financial services industry (Case Study) – Entry Strategies – Cost Leadership – Diversification – Consolidation, mergers & takeovers, strategic alliance – Financial Inclusion – Benchmarking – Innovation – Knowledge management – Value Based Management – Technology as a strategic lever – Growth and Survival Strategies.

UNIT III: Banking Companies – Core Competencies – Transformation Strategies: Retail Banking, Universal Banking, Technology: Computerisation and Core Banking Solution – Financial Strategies: IPOs and Foreign Capital, Risk Management – Operational Strategies: Outsourcing – Marketing Strategies: Segmentation, Marketing Mix for Banking Services, Product and Services Innovation, Cost effective pricing, One Stop Shop, Cross selling of products, value added services, Marketing Information System – HR Strategies: VRS, Right Sizing, Talent Acquisition & Retention Strategies.

UNIT IV: Insurance Companies – Core Competencies – Transformation Strategies – Financial Strategies: Strategic Alliance with foreign players, Reinsurance, Public Private Partnership, Risk Management – Operational Strategies: Online issue and servicing of policies – Marketing Strategies: Segmentation, Marketing Mix for Insurance services, Product and Services Innovation, Tariff on policies, Information System – HR Strategies.

UNIT V: Asset Management Companies, Merchant Banks & Investment Banks – Core Competencies – Transformation Strategies – Financial Strategies: Mezzanine Finance, NFOs, IPOs, Green Shoe Options, Risk Management – Operational strategies: Investor

servicing, tie up with banks – Marketing Strategies: Marketing Mix for AMCs, Innovative Schemes, SIP, Entry and Exit Loads, Promoting of schemes – HR Strategies – Issue Management and Marketing of Issues.

TEXT BOOKS

1. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill.
2. S.M. Jha, Services Marketing (s.Chand)
3. Julian, Lowenthal, Survival strategies for Financial Services, John wiley, 2002.

REFERENCES

1. Speeches and Occasional Papers published by RBI, IRDA and SEBI.
2. Leading Indian case studies of Banks, Insurance, Mutual Fund and Investment Banks
3. Journal of Financial Services Research – various issues
4. Journal of Marketing, NIBM – various issues
5. Financial Dailies for the latest updates in strategies.
6. Larry Pleshko “Strategic considerations in the financial services industry: does strategic consistency influence performance?”, Academy of Strategic Management Journal, FindArticles.com. 22 Jul, 2010

WEB RESOURCES:

1. www.bai.org/
2. www.marketstrategies.com
3. www.practitionerstrategies.com
4. www.fsfinancialstrategies.com
5. www.referenceforbusiness.com
6. www.afsaef.org

ILLUSTRATED EXERCISES:

1. Submission of report based on analysis of a financial company’s important functional strategy (eg. Retain banking strategy or financial inclusion strategy of a bank) – 5 marks
2. Case studies of successful financial intermediaries (eg., Differentiation Strategy of YESBANK, Competitive Strategies of SBI)
3. Group Assignments on developing Porter’s 5 forces model for financial services intermediaries such as banks, insurance companies, mutual funds, investment banks and presentation of the same – 5+5 = 10 marks
4. Brain Storming Session on Multiple Regulatory Bodies in India – 5 marks
5. Viva based on research papers related to strategies for financial services

COMPENSATION MANAGEMENT

OBJECTIVES

- To understand the various dimensions of Compensation Management
- To know how the compensation options are determined
- To gain awareness of the role of various bodies involved in Compensation Management

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I

Job Evaluation – Definition – Traditional and new Techniques – Performance Appraisal – Basic concepts – Performance standard – Appraisal methods.

UNIT-II

Compensation – Definition – Classification – Types – incentives – fringe benefits.

UNIT-III

Theories of wages – wage structure – wage fixation – wage payment – salary administration.

UNIT IV

Rewards for sales personnel – pay – commission – pay and commission – performance based pay system – incentives – Executives compensation plan and packages.

UNIT-V

Wage Boards – Pay Commissions – Compensation Management in Multi-National organizations.

TEXT BOOKS:

1. Richard.I. Henderson: COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD – Prentice-Hall.
2. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice-Hall.

REFERENCES:

1. Thomas.P. Plannery, David.A. Hofrichter & Paul.E.Platten: PEOPLE PERFORMANCE & PAY – Free Press.
2. Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House.
3. Joseph.J. Martocchio: STRATEGIC COMPENSATION – A HUMAN RESOURCE MANAGEMENT APPROACH – Prentice-Hall.
4. Edwarde.E.Lawler III: REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey-Bass.

WEB RESOURCES:

1. <http://www.hrvillage.com/>
2. <http://www.hrexecutive.com/>
3. <http://www.shrm.org>

ILLUSTRATIVE EXERCISE

Each student choose an organization, study the compensation package system and prepare a report.

CROSS CULTURE BUSINESS MANAGEMENT

OBJECTIVES:

- To provide conceptual framework of global business environment
- To understand the cross culture and its effects on organizations
- To highlight the culture-communication link
- To understand negotiation styles and manage negotiation
- To learn about developing international and global strategies
- To understand the nuances of staffing for global operations and building global management teams

METHODOLOGY:

Lectures, Case studies, Application exercises, Group or Class learning activities, Experiential Exercises

UNIT I

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work.

UNIT II

Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT III

Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations – Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT IV

Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included]

UNIT V

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building;

Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

TEXT BOOKS:

Deresky Helen, “International Management: Managing Across Borders and Cultures”, 4th Ed., Prentice Hall of India

Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier.

REFERENCES:

Geert Hofstede, ‘Cultures consequences’ (2nd ed) thousand oaks, CA; sage publications 2001

Heracleous.L and Devoge, S., “Bridging the gap the of relevance: Strategic management and organizational development, Long Range planning, 1998

Triandis, H., Carnevale, P., Gelfand, M., Robert, C., Wasti, D., Chen, X., Kim, U., Dreu, C., Vliert, E., Iwao, S., Ohbuchi, K., and P. Schmitz. (2001). Culture and Deception in Business Negotiations: A Multilevel Analysis. International Journal of Cross Cultural Management, 1(1), 73–90.

J. Scarborough, The Origins of Cultural Differences and Their Impact on Management. Westport, CT: Quorum, 2000

R. Sanyal, Upper Saddle River, NJ: Prentice Hall, 2001.

WEB RESOURCES:

1. www.prenhall.com/deresky
2. <http://globaledge.msu.edu>.
3. www.geert-hofstede.com
4. <http://www.franchise-international.net/>
5. <http://www.astd.org/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

GLOBAL HR PRACTICES

OBJECTIVES:

- To understand the concept of globalization in HR perspective
- Outline some key aspects and contemporary issues in IHRM
- To know about the developments and challenges in globalizing HR functions and practices.

METHODOLOGY:

Each lecture addresses a particular theme central to the study of International Human Resource Management. Each class would involve a small group discussion and activity format. Each workshop will discuss the application of theory to case studies and description of intelligence drawn by the students through assignments / mini-project experience. There will be rather high degree of interaction and participation in this course. If feasible, there will also be a few guest-lectures from seasoned professionals from the industry and academic researchers to dwell on the topics connected to IHRM and recent-past trends.

UNIT-I:

Introduction- Growth of International Business and Globalization; Operational Objectives and Means of Globalization – An HR Perspective; Use of Balanced Score Card to bring out the linkages among people, strategy and performance; Choosing an International Competitive Strategy; Forms or Operations.

UNIT-II:

HR Challenges & Opportunities: National Difference Facing Operations – Domestic & MNC Perspectives; Linkages among Countries; Governance of Operations; Individual and Company Concerns; Multi cultural orientation to employees; Research and documentation orientation in global organizations; Data Management; Ethical and Socially Responsible Behaviour; Careers in International Business.

UNIT-III:

HR Policy Frame & Operations in a Global Setting: Distinctive Features of HR Functions [Planning, Organizing, Directing & Control] and Operations [Manpower Plan to Separation] in a Global Set-up and the related HR Practices such as Staffing, Skill & Knowledge Development, Incentive & Compensation Package; Motivational Systems, Reporting Relationships; Performance Appraisal Systems; Employee Empowerment; Value Systems; Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms.

UNIT-IV:

Change Management Model: Appreciating Change: Industry Analysis; Business Models; Mobilizing Support; Executing Change; Building Change Capability; Leadership and Change; Diversity as enhancer of learning and effectiveness within groups and organizations; HR to develop global organizational learning systems.

UNIT-V:

Quality Performance in Knowledge Based Organizations: Technology – Behavioural & Technical – for HRM; Universal Quality Standards & HRM – Illustrations from PCMM & EFQM; Eastern Management Thought for Global Management with Illustrations from Sri Aurobindo's Writings & Practices there of in the areas such as Commitment, Quality, and Stress Free orientation.

TEXT BOOKS:

1. International Human Resource Management-Peter Dowling and Denice Welch.
2. Global HR-Doona Deeprose

REFERENCES:

1. Sanjeev Kumar Singh, Global HR Practices and Challenges
2. Avadhani, Global Business-
3. Dowling, P., Festing, M. & Engle, A. 2008. International Human Resource Management: Managing People in a Multinational Context (5th Ed.). Melbourne, Australia: Thomson. ISBN-10: 0324580347 ISBN-13: 9780324580341
4. Harzing Anne Will & Ruysseveldt Joris Van, International Human Resource Management , 2ed, 2004, Sage Publications

WEB RESOURCES:

1. <http://www.hrmguide.net/>
2. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm
3. <http://www.hr-guide.com/>

ILLUSTRATIVE EXERCISE:

- The course will be conducted in a seminar environment and will use a combination of class lectures, case studies, key research paper discussions, and tutorials. Students will also be expected to have read the assigned reading materials for each session and come prepared in class for active participation
- Class seminars - The students will have to give seminars to the class on the readings that will be assigned by the instructor based on the course outline.
- Case study analysis - This will contain a series of case studies throughout the course highlighting various international HRM issues. The students would be required to analyze these in groups of 2 members and make presentations to the entire class. A written report of their analyses will also have to be submitted for each case in hard copy to the instructor.
- Practice report - The students in dyads would be required to identify a multinational company of their choice and undertake an in-depth study about a particular international HRM practice that the company undertook in the last 2 years. The students need to submit report of their findings and make suggestions to overcome/solve the issue studied in the form of a soft copy report between 2000 to 2500 words including proper referencing.

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

HRIS [Human Resource Information System]

OBJECTIVES

- To understand the concept of Human Resource Information Systems (HRIS).
- To know the ways of applying HRIS in organization
- To gain knowledge on the application of HRIS in organizations.

METHODOLOGY

HRIS being a cross-disciplinary course, students are expected to attain competency in understanding and practicing both HR and IT/IS and this requires attending all lectures and workshops. The lectures provide theoretical underpinning while the workshops hone students' skills in utilising an automated HRIS. It is essential that students gain these skills in order to complete the theoretical and technical based assessment pieces. We hope to rope in a practicing HRIS professional to dwell deeper on the systems, processes and technologies active in the realm of HRIS.

UNIT-I:

Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];

UNIT-II:

Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;

UNIT-III:

HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control;

UNIT-IV:

HR Management Process II & HRIS: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making;

UNIT-V:

Security, Size & Style of Organizations & HRIS: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome

Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation

TEXT BOOKS:

1. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan Page
2. Accountability in Human Resource Management, “Jack J. Philips”, Gulf Professional Publishing.
3. Basics, Applications and Directions. Thousand Oaks: Sage

REFERENCES:

1. Kavanagh, M. J. & Thite, M. (2009) Human Resource Information Systems:
2. Gueutal, H., & Stone, D. (2005).The Brave New World of eHR. Jossey-Bass.
3. Monk, E. & Wagner, B. (2006) Concepts in Enterprise Resource Planning. 2nd Edition, Thomson.
4. Stambaugh, R. H. (2004) 21 Tomorrows: HR Systems in the Emerging Workplace of the 21st century. International Association for Human Resource Information Management
5. Beaman, K. (Ed.), (2004). Out of Sight: An Inside Look at HR Outsourcing. International Association for Human Resource Information Management.
6. “The Agenda: What Every Business Must Do to Dominate the Decade”, “Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
7. Managing and Measuring Employee Performance – Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page

WEB RESOURCES:

1. <http://www.ihrim.org/> (<http://www.ihrim.org/resources/eJournal/ejindex.asp>)
2. <http://www.hr.arizona.edu/HRadmin/HRprofs/index.php>
3. <http://www.shrm.org/hrtx/>
4. <http://www.oracle.com/applications/peoplesoft-enterprise.html> (Oracle/ Peoplesoft)
5. <http://www.sap.com/solutions/business-suite/erp/hcm/index.epx> (SAP ERP Human Capital Management)
6. http://en.wikipedia.org/wiki/Human_Resource_Management_Systems

ILLUSTRATIVE EXERCISE:

- Mini-research assignments / projects
- Interviews with industry professionals on the growth of HRIS as a practice area
- Discussions and presentations within the classroom on the concepts, designs and future of HRIS

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

HRM IN KNOWLEDGE BASED ORGANIZATIONS

OBJECTIVES:

- To understand the challenges of KBOs and HR Mechanisms to manage them effectively for the benefit of both the organization and its stakeholders
- To appreciate the values of autonomy, accountability and, acknowledgement

METHODOLOGY:

1. Brief introduction to every topic with the references and encouraging the participants to interact during the class.
2. Conducting class-room presentations and case study discussions; the participants collect substantive material from the library and the net databases.
3. Organizational visit to acquaint with the practices vis-à-vis the learnt inputs.
4. The classroom faculty inputs are associated with, wherever feasible, the interactions of organizational personnel as also with others from the fraternity.

UNIT-I:

An Introduction to life in organizations; Concept and Characteristics of KBOs; Dimensions of HRM in KBOs; New Role and Challenges for HRM in the KBO.

UNIT-II:

Managing Knowledge for organizational effectiveness – Process and Methods; Concept of Intellectual Capital and Learning Orientation in the Organizations; Knowledge and Role related issues; Performance Appraisal in a KBO – Discussion.

UNIT-III:

Managing Knowledge and OPH (Personnel and Organizational Health); Rewarding Knowledge; Management of Retention and KBO.

UNIT-IV:

ICTs in HRM in KBO: HRIS for a KBO – Concept, Mechanics, and Software Orientation; Performance Management – Mechanics and One Illustrative Process.

UNIT-V:

Comprehensive Case Study on HRM in a KBO – Collection and Compilation of the material by the participants under the guidance of the Resource Person.

TEXT BOOKS:

1. Managing Knowledge Workers, “Fances Horibe” John Wiley & Sons.
2. Knowledge Management – Enabling Business Growth “Ganesh Natarajan and Sandhya Shekhar”, Tata McGraw-Hill Publishing Company Limited.

REFERENCES:

1. Management by Consciousness in 21st Century, “Gupta G.P.”, Excel Books(2009)
2. The knowledge management tool kit, Amrit Tiwara-Pearson.

WEB RESOURCES:

1. www.emeraldinsight.com/journals
2. www.citehr.com

ILLUSTRATIVE EXERCISE:

- Mini-research assignments / projects
- Interviews with industry professionals on the growing need for orienting HRM in KBO as a practice area
- Case study analysis and presentation

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

INDUSTRIAL RELATIONS MANAGEMENT

OBJECTIVES:

- To provide an exposure of theories, techniques and approaches to manage industrial relations.
- To provide an exposure to the management students who intend to take up HRM & IT as their vocation.

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I:

Introduction - Concept and Determinants of Industrial Relations – Industrial Relations in India – Managing IR Changes – IR and Productivity – Technology and IR – Effective Communication Systems and IR Management – Indian Culture & IR.

UNIT-II:

Trade Unions – Purpose, Functions and Structure of Trade Unions – Trade Union Legislation – Multiplicity of Trade Unions – Conflict Resolutions – Industrial Relations – Welfare and Productivity – Social Responsibility of Trade Unions – IR Management and Management of Trade Unions.

UNIT-III:

Employee Counseling – Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies – A Discussion – Worker Development & Worker participation.

UNIT-IV:

Discipline and Grievance Redressal Machinery – Purposes and Procedures of Disciplinary Action – Grievance Redressal Procedures – Conciliation – Arbitration and Adjudication – Collective Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) – The Bargaining Process – Strengths and Skills.

UNIT-V:

Labor Administration – ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration – Central Machinery of Labor Administration – Labor Administration at the State, District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

TEXT BOOKS:

4. Arun Monappa: INDUSTRIAL RELATIONS; Tata McGraw Hill Publishing Company Ltd.
5. Pramod Verma: MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES; Oxford and IBH Publication.

REFERENCES:

1. T.N. Bhagoliwala: ECONOMIC OF LABOR AND SOCIAL WELFARE.
2. Relevant Reports of Government of India such as REPORT OF NATIONAL COMMISSION LABOR – FIVE YEAR PLANS.
3. B.O. Sharma: ART OF CONCILIATION AND INDUSTRIAL UNREST; Labor Consultancy Bureau, Bombay, 1985.
4. Journals: INDIAN LABOR JOURNAL and INDIAN JOURNAL OF INDUSTRIAL RELATIONS.

WEB RESOURCES:

1. www.ilo.org
2. www.labour.nicnet.in
3. www.labourstart.org
4. www.ioe.org
5. www.icc.org
6. www.icftu.org

ILLUSTRATIVE EXERCISE

Each student choose an organization-interview HR managers- Trade Union leaders – prepare a report

LABOUR LEGISLATION AND ADMINISTRATION

OBJECTIVES

- To enable the students to familiarize the legal frame work governing the human resource within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India
- To make the students understand the existing legal system so that the HR students are able to perform well in the organization

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions and live case laws.

UNIT I

Labour legislation – historical evolution – growth of labour problems – agencies integrated in labour problems – principles of labour legislation – labour and the constitution – origin and growth of labour legislation in India.

UNIT II

Factories act 1948 – contract labour act 1970 – the shops and establishment act 1947 – the trade union act 1926 – the industrial disputes act 1947.

UNIT III

Payment of wages act 1936 – payment of bonus act 1965 – payment of gratuity act 1972.

UNIT IV

The Employees state insurance act 1948 – The employees provident funds and miscellaneous act 1952 – workmen's compensation act 1923 – the employees pension scheme 1995.

UNIT V

Pros and cons of legal system – issues involved in implementing legal framework, Benefits to employees and employers – case studies.

TEXT BOOKS:

1. Mercantile law – N.D. Kappor – S.Chand and Sons
2. Handbook of Labour and Industrial Law- P.L.Malik.

REFERENCES:

1. P. Saravanavel and Sumathy, Legal Systems in Business.
2. Bare acts
3. S N Misra, Labour & Industrial Laws

WEB RESOURCES:

1. <http://www.labour.nic.in/>
2. <http://hr.blr.com/>

ILLUSTRATIVE EXERCISE

Each student prepare atleast 3 cases for each of the act they study and a consolidated report is made at the end.

MANAGEMENT OF CHANGE & DEVELOPMENT

OBJECTIVES:

- To understand the forces that stimulate change
- To understand the necessity for change
- To understand the resistance to change
- To manage the change process and
- To understand the concept and techniques of OD
- To enable the skills for the application of OD in organizations.

METHODOLOGY:

Theories and core concepts will be learnt through lectures, case discussions and industry based field work.

UNIT-I:

Change – stimulating forces – planned change – change agents – unplanned change – Model of organisational change – Lewin’s three Step Model.

UNIT-II:

Resistance to change – individual factors – organisational factors – techniques to overcome change.

UNIT-III:

Change programs – effectiveness of change programs – change process – job redesign – socio-technical systems.

UNIT-IV:

OD – basic values – phases of OD – entry – contracting – diagnosis – feedback – change plan – intervention – evaluation – termination.

UNIT-V:

OD intervention – human process interventions, structure and technological interventions and strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development – innovations – learning organizations.

TEXT BOOKS:

1. French & Bell: ORGANISATIONAL DEVELOPMENT, McGraw-Hill.
2. Vinayshil Gautham & S.K.Batra: ORGANISATION DEVELOPMENT SYSTEM, Vikas Publishing House.

REFERENCES:

1. Rajiv Shaw: SURVIVING TOMORROW: TURNAROUND STRATEGIES IN ORGANISATIONAL DESIGN AND DEVELOPMENT, Vikas Publishing House.
2. Thomas G. Cummings, Christopher G. Worley: ORGANISATION DEVELOPMENT AND CHANGE, Thomson Learning.

3. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: ORGANIZATION DEVELOPMENT: INTERVENTIONS AND STRATEGIES, Sage Publications.

WEB RESOURCES:

1. <http://www.valuebasedmanagement.net/>
2. <http://www.hr-guide.com/>
3. <http://www.shrm.org>

ILLUSTRATIVE EXERCISE

Choose an organization which is undergoing a change and study the procedures, impact and employee reactions.

QUALITY PERFORMANCE MANAGEMENT

OBJECTIVE:

The paper intends to internalize quality orientation through knowledge about and adoption of QPM Mechanisms in practice

METHODOLOGY:

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on QPM Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I

Quality Performance Management – Concept – Dimensions – Mechanics – Features of Facilitating Organisations for Performance – Organizational Dynamics and Employee Performance – A Multi Dimensional Analysis.

UNIT-II

Work place and Its Improvement Through 5S – Modern Management Techniques (such as KAIZEN) and Management of Employee Performance – Team Building – Concept, Culture, Methods, Effectiveness & Empowerment, Problems – Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale – Contemporary Thinking on Employment Practices (Tenure Employment) and Work Schedules (Flexitime) and the Related Performance Appraisal Systems; Quality Circle – Features – Process – Pre-requisites for their Efficiency.

UNIT-IV

Industrial Restructuring – Reward System and Employee Productivity [Case Studies]; Quality Standards and Employees Dimensions – Illustrations on HR Dimensions drawn from CMM.

UNIT-V

Quality Performance Management – Indian and Western Thought in a Market era, Performance Management from the Writings of Sri Aurobindo and the Mother Integrated Studies Dealing with Methods, Techniques, and Processes.

TEXT BOOKS:

1. The Flowering of Management, Pravir Malik, Sri Aurobindo Society, Pondicherry
2. Peter Drucker: MANAGEMENT, Allied Publishers.

REFERENCES:

1. William G. Dyer: TEAM BUILDING – ISSUES AND ALTERNATIVES, Addison – Wesley Publishing Company.

2. S.K. Chakravarthy: MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE – INDIAN INSIGHTS, Tata-McGraw Hill Publishing Co. Ltd.
3. G.C. Suri & R.C. Mmga: LIVING WAGES AND PRODUCTIVITY, National Productivity Council.

WEB RESOURCES

1. <http://werner.swlearning.com>
2. <http://www.ahrd.org/ahrd/>
3. <http://www.shrm.org/foundation>

ILLUSTRATIVE EXERCISE:

- The exercise on approach to transform a NON QPM organization into a QPM Organization
- An exercise on 5S
- An exercise on Kaizen
- Appreciation of an organization either from primary or secondary sources with QPM Perspective
- Class-room presentation on a topic of interest
-

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

STRATEGIC HUMAN RESOURCE DEVELOPMENT

OBJECTIVES:

- To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
- To recognize the roles and competencies of HRD professionals
- To understand the frame work of Human Resource Development
- To identify the content, outcomes and the process of HRD applications
- To evaluate and understand diversity issues and their impact on organizations and HRD

METHODOLOGY

The case-study approach to bring out the strategic orientation of an organization towards her HRD, appreciation of organizational context vis-à-vis strategic or otherwise orientation of HRD approaches in an organization, among others, form part of the methodology of covering the syllabus.

UNIT I:

Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, Challenges to organization and HRD professionals.

UNIT II:

Frame work of Human Resource Development: HRD processes, Assessing HRD needs, the HRD model, Designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, self paced/computer based training, Evaluating HRD programs, models and frame work of evaluation, assessing the impact of HRD programs.

UNIT III:

Human Resource Development Applications: Fundamental concepts of Socialization, models of socialization, Realistic job review, Assessment, determination and evaluation of Orientation programs. Coaching- need, coaching and performance management, skills for effective coaching, Employee counseling and wellness services – Counseling as an HRD activity, counseling programs, Issues in employee counseling, employee wellness and health promotion programs.

UNIT IV:

HRD strategies for competitive advantage: Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- Work force reduction and realignment, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, its determinants and retention management process, Decision about compensation levels and competency based pay.

UNIT V:

HRD and Globalization: Globalization of business and their impact on HRD- Diversity of work force, Discrimination, Equal employment opportunity, managing diversity and diversity training, HRD programs for diverse employees. Global assignment management- Staffing global assignment, Pre-departure orientation and training, Expatriate & Repatriate support and development, International compensation.

TEXT BOOKS:

1. Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Management: Blackwell Publishing.
2. Jon M. Werner & Randy L. DeSimone, “Human Resource Development”, Thomson- South Western, 4th edition, 2007.
3. Robert L. Mathis & John H. Jackson, “Human Resource Management”, Thomson- South Western, 10th edition, 2005.

REFERENCES:

1. Carnevale, A.P., & Gainer, L.J.(1989). The learning enterprise, Alexandria, V.A; The American Society for Training and Development , Washington, D.C: Government printing office.
2. GillEy, J. W; Boughton, N.W & Maycunich, A. (1999). The performance challenge: Developing management system to make employees your organization’s greatest asset, Reading, MA: Perseus Books.
3. Kossek, E.E., & Lobel, S.A. (Eds). (1996). Managing diversity: Human resource strategies for transforming the workplace. Cambridge, MA: Blackwell Publishers.

WEB RESOURCES:

1. <http://werner.swlearning.com>
2. <http://www.ahrd.org/ahrd/>
3. <http://www.shrm.org/foundation>

ILLUSTRATIVE EXERCISE:

- Appreciation of SHRM Practices in 3 organizations
- Book Review
- Interactions with senior level [C – Suite] professionals – both from HR and other functional areas – to have their views on learnt SHRM inputs
- Presentation on an empirical evidence of SHRM orientation in an organization

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

TECHNOLOGY FOR PERSONNEL PRODUCTIVITY MANAGEMENT

OBJECTIVE:

This paper, an HR Elective, intends to provide a deeper analytical understanding of employee proactive process orientation availing the technology for effective management of personnel.

METHODOLOGY

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, primary [where feasible] and secondary data compilation on PPM Tech Practices in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I

TECHNOLOGY-PPM INTERFACE – Introduction – Concept Approaches to and Measurement of Personnel Productivity Techniques and Tools

UNIT-II

PERSONNEL FUNCTION AND TECHNOLOGY – Personnel Policies and Procedures and the Utility of Technology to ensure Efficiency to the Organisation – Designing and Development of Personnel Data Recording and Information Giving Systems – Performance Employee Rewards, Payments, Appraisal, Training, Job Satisfaction and other aspects of HRIS (Human Resource Information Systems).

UNIT-III

TECHNOLOGY AND PERSONNEL HEALTH – Concept and Measurement of Organisational and Personnel Health (OPH) – Assessment and Estimation of Variables which effect OPH – Usage of Technology – Eastern and Western to Continuously Improve Optt – OPH, Motivation, Morale, Personnel Productivity – A Discussion.

UNIT-IV

TECHNOLOGY, SOCIETY AND MANAGEMENT – Technology for Good Organizational Relations – Communications – Interactive Rapport Building – Assessment and Estimation of Psychographic Variables which effect Organisational Relations.

UNIT-V

Comprehensive Case Studies and Field Visits.

TEXT BOOKS:

1. Gordon B. Davis and Justus David Naumann, Personal Productivity With Information Technology, 1997
2. Stephan Kudyba and Romesh Diwan, Information Technology, Corporate Productivity, and the New Economy, 2002

3. Gordon B Davis, Teaching experiences and textbook description for personal productivity with information technology: The IS'95.2 course (Working paper series / Management Information Systems Research Center), 1995.

REFERENCES:

- Current and Back Issues of :
1. ORGANISATIONAL DYNAMICS
 2. PUBLIC PERSONNEL MANAGEMENT

WEB RESOURCES

1. <http://www.astd.org/>
2. <http://www.shrm.org>
3. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm
4. <http://www.hrimmall.com/>

ILLUSTRATIVE EXERCISE:

- Case on utilization of technology in an organization
- Appreciation of a software connected with productivity improvements with a slant towards HRM orientation
- Organization visit and interactions with HR and other line executives with PPM Tech orientation and submission of report
- Book Review

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

TRAINING AND DEVELOPMENT

OBJECTIVES:

- To appreciate the significances of training and development
- To introduce the basic concepts in training and development
- To understand the methods of training and development and
- To expose to the HRD practices in organizations.

METHODOLOGY

The classroom lectures, interactive discussions & presentations, case-study based teaching, case-lets, business-games [for example Inventory Management], role-plays, primary [where feasible] and secondary data compilation on T & D Practices & their impact in 5 organizations form part of the methods of coverage of syllabus.

UNIT-I:

Job analysis – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors.

UNIT-II:

Learning Objectives – domains of learning – methods of learning – importance of teaching techniques – instruction technology – instructor behaviour – attention versus involvement.

UNIT-III:

Need for Training and Development – Role of Development officers – administrators, consultants, designers and instructors – determining training needs – potential macro needs – usefulness of training – development of competency-based training programs – Evaluation of training programs.

UNIT-IV:

Methods of training – on the job training – off the job training – choosing optimum method – the lecture – field trips – panel discussion – behaviour modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays – reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fish bowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis.

UNIT-V:

Need for development – differences between training and development – management development program – career development program – counseling – evaluation of programs – job evaluation – methods and techniques.

TEXT BOOKS:

1. B. Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.

2. William E.Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey, 1982.

REFERENCES:

2. Nick P. Blanchard, James W. Thacker, EFFECTIVE TRAINING: SYSTEMS, STRATEGIES, AND PRACTICES, Prentice Hall, 2009.
3. Devendra Agochiya, EVERY TRAINER'S HANDBOOK, New Delhi; Sage Publications.
4. Goldstein, TRAINING IN ORGANIZATION, Thomson learning, Bombay.
5. Sahu, R.K., TRAINING FOR DEVELOPMENT, Excel Books, New Delhi.

WEB RESOURCES:

1. <http://www.astd.org/>
2. <http://www.shrm.org>
3. http://managementhelp.org/hr_mgmnt/hr_mgmnt.htm
4. <http://www.hrimmall.com/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components and displayed in the notice board before the commencement of the semester-end examinations.

ADVANCED MATERIALS MANAGEMENT

OBJECTIVES:

- Since parts of this subject have already been taught in an earlier Semester, this Advances Version is meant to be largely practice-oriented. Hence the mode of coverage will be less through lectures and more through practice sessions, live experiences, data collections, feedback presentations, Case discussions, Seminars, etc.

METHODOLOGY

The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

Concept of Integrated Materials Management (IMM) – Organizing for IMM – Types of Inventories – Inventory Problems in India.

UNIT-II:

Codification – Computerisation and Information Systems – Standardisation and Variety Reduction – Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.

UNIT-III:

Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation.

UNIT-IV:

Purchasing – Source Selection – AHP for Vendor Rating– Purchase Budget – Systems – Tenders – Price Negotiations – Forward Buying – Purchasing Capital Equipments – Seasonal Goods – Special Items – Deferred Payment Schemes – Lending Institutions – Global Purchases – Government Buying – EGS & D – Rate Contract – Insurance – Legal Aspects in Purchasing – Evaluation of Purchase Performance.

UNIT-V:

Stores Layouts – Stores Accounting Procedures and Forms – Stock Verification – Practical Problems in Management of Dead Stocks – Surplus and Scraps – Evaluation of Stores Performance – Materials Handling and Transportation Management.

TEXT BOOKS:

1. Gopalakrishnan, P & Sundaresan, M: MATERIALS MANAGEMENT – AN INTEGRATED APPROACH; Prentice Hall of Indian Private Ltd.
2. Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMENT – TEXT AND CASES; The Macmillan Company of India Ltd.

REFERENCES:

1. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.

2. Datta, A.K: MATERIALS MANAGEMENT – PROCEDURES, TEXT AND CASES; Prentice Hall of India Private Ltd.
3. Gokaran, P.R: ESSENTIALS OF MATERIALS MANAGEMENT; Somaiya Publications.
4. Menon,P.G: MATERIALS MANAGEMENT AND O.R. IN INDIA; M.M.J. Publication.

WEB RESOURCES:

1. www.google.com
2. <http://www.informaworld.com/smpp/title~content=t713696255>
3. <http://www.tandf.co.uk/journals/titles/00207543.asp>
4. www.scirp.org
5. <http://www.springerlink.com/content/f780526553631475/>
6. www.sciencedirect.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

ADVANCED PRODUCTION MANAGEMENT

OBJECTIVES:

- Discussions of Advanced nature on the following topics reinforced by Case Analysis, Situation Diagnosis, finding remedial alternatives, mathematical modeling, heuristics, etc. will form a major component of the teaching methodology.

METHODOLOGY

The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

Advanced Production System Concept – Forecasting using Multiple Regression (Matrix Method), Productivity Improvement Strategies – Introduction to CIM – Recent Trends in Manufacturing Process.

UNIT-II:

Single Facility Location Problem, Multifacility Location Problem – Minimax Location Problem – Computerized Layout Techniques – ALDEP, CRAFT, Group Technology – Rank Order Clustering Algorithm.

UNIT-III:

Aggregate Planning: Concepts, Mathematical model. Master Scheduling – Single Machine Scheduling: SPT rule, EDD rule, Branch and Bound Algorithm to Minimize Mean Tardiness. Flow Shop Scheduling: Johnson's algorithm and its extension, Branch and Bound Technique to minimize makespan, CDS heuristic – Job Shop Scheduling: priority rules, Non-delay schedule generation, Active schedule generation – Travelling Salesman Problem and its use to solve Single Machine Scheduling Problem with dependent set up time.

UNIT-IV:

Assembly Line Balancing: RPW technique, COMSOAL – Resource Allocation and Resource Leveling in Project Networks – Replacement Analysis: - Due to Wear and Tear, Economic Life Determination - Due to Complete Failure – Distinction between Break Down Maintenance and Preventive Maintenance – Use of Simulation for Maintenance Management Decision.

UNIT-V:

Inventory Models – Quantity Discounts – EOQ model for multi-item joint replenishment (purchase model, manufacturing model, purchase model with space constraint), Probabilistic Models – P&Q Systems of Inventory – ABC Classification – VED Analysis – FSN Analysis – Review of Control Charts for Variables and Attributes – Introduction to Sampling – Design of Single Sampling Plan, Six sigma

TEXT BOOKS:

1. Panneerselvam. R., PRODUCTION AND OPERATIONS MANAGEMENT, PHI Learning Pvt. Ltd., New Delhi, 2005

REFERENCES:

1. Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, Prentice Hall, 1994.
2. William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.
3. Joseph G. Monks: OPERATIONS MANGEMENT _ THEORY AND PROBLEMS, McGraw Hill.
4. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, The Dryden Press.
5. Jack R. Meredith, THE MANAGEMENT OF OPERATION, John Wiley & Sons.

WEB RESOURCES:

1. www.google.com
2. <http://www.informaworld.com/smpp/title~content=t713696255>
3. <http://www.tandf.co.uk/journals/titles/00207543.asp>
4. www.scirp.org
5. <http://www.springerlink.com/content/f780526553631475/>
6. www.sciencedirect.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

COMPUTER SIMULATION

OBJECTIVES:

- To understand stochastic models
- To know the various aspects of simulation
- To use high level languages and GPSS etc. in a stochastic environment

METHODOLOGY

The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I: INTRODUCTION

Concept of systems – Concept of Simulation – Types of simulation – Simulation as a decision making tool – Monte Carlo Simulation – Types of Models, Steps of Modelling, Need for Simulation, Advantages of Simulation.

UNIT-II: RANDOM NUMBERS

Method of generating Pseudo random numbers, Continuous probability distributions, Discrete probability distributions – Characteristics of random numbers – Statistical Tests to test the randomness of random numbers.

UNIT-III: DESIGN OF SIMULATION EXPERIMENTS

Problem formulation – Data collection – Data reduction – Random variables – Logical flow chart – Starting conditions – Validation – Experimental design – Output analysis. Simulation using High Level Languages: Single server models, Multi-Server Models.

UNIT-IV: DISCRETE SIMULATION LANGUAGES

Introduction to simulation languages, Comparison of simulation languages, Study of GPSS

UNIT-V: CASE STUDIES

Development of simulation model using GPSS for systems like: Queueing Production, Inventory, Maintenance, etc.

TEXT BOOKS:

1. Jerry Banks, John S. Carson, Barry L Nelson, David M. Nicol, P. Shahabudeen, Discrete event System Simulation, Pearson Education, 2007
2. Thomas J. Schriber, Simulation using GPSS, John Wiley, 1991

REFERENCES:

1. T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES John Wiley
2. G. Gordon, System Simulation, Prentice-Hall
3. Banks & Carson, Discrete Event Simulation, Prentice-Hall
4. Michale Pid, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.

5. R.E. Shannon, SYSTEM SIMULATION: THE ART OF SCIENCE, Prentice-Hall.
6. R. Panneerselvam, OPERATIONS RESEARCH, PHI Learning Pvt. Ltd., 2006.

WEB SOURCES

1. www.sciencedirect.com
2. www.ebsco.com
3. www.google.com
4. www.scirp.org
5. www.springerlink.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

FUNDAMENTALS OF SIX SIGMA

OBJECTIVE:

Objective of this course is to train management students about the principles of six sigma implementation and improving quality with respect to products and services.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I

The fundamentals of six sigma-principles of quality management- Business performance Improvement and six sigma-the evolution of six sigma-Qualities as a Business Performance Metric-Quality Principles and Six Sigma- six sigma and Competitive Advantage.

Principles of Six Sigma- process Concept and Systems Thinking- Six Sigma Body of Knowledge-Metrics and Measurement-Six Sigma Problem Solving-Six Sigma in Service Organization.

UNIT-II

Project Organization, Selection, and Definition- Organizing for Six Sigma Projects- People skills- Six sigma Project Selection- Project Definition-Project Review.

Process Measurement- Process Metrics- Data Collection-Data Summarization- Measurement System Evaluation and Verification- Process Capability Evaluation- Benchmarking

UNIT-III

Process Analysis – Statistical Methods in Six Sigma- Probability Distribution- Basic Statistical Methods- Tools for Process Analysis.

Process Improvement- Principles of Process Improvement- Tools for Process Improvement- Six Sigma and Lean Production- Implementation Planning.

UNIT-IV

Process Control- Control Systems-Statistical Process Control- Constructing and Using Control Charts.

Design for Six Sigma-Concept and Design Development- Overview of DFSS- Concept Development- Concept Engineering- Design Development- Quality Function Deployment- Detailed Design and Analysis- Design Failure Mode and Effect Analysis- Reliability Prediction in DFSS.

UNIT- V

Design for Six Sigma-Optimization and Verification-Design of Experiments- Taguchi Methods for Robust Design- Design for Reliability- Reliability Evaluation- Simulation in DFSS-Design Verification.

Six Sigma Implementation- Principles for Six Sigma Implementation-Project Management- Organizational Culture and Change Management- Enterprise Leadership- Knowledge Management.

TEXT BOOKS:

1. **James R.Evans and William M.Lindsay, 2005.** An introduction to six sigma and process improvement, Cengage Learning India Private Limited, New Delhi - 110092.
2. **Georgette Belair and John O' Neill 2007.** Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.

REFERENCES:

1. **Dhirendra Kumar, 2006.** Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries, J. Ross Publishing.
2. **Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006.** World class applications of Six Sigma, Oxford : Butterworth-Heinemann,
3. **Thomas Pyzdek and Paul Keller ,2001.** The Six Sigma Handbook, Third Edition by -McGraw-Hill.

WEB RESOURCES:

1. www.sixsigmatutorial.com
2. www.sixsigmaonline.org
3. www.sixsigmaspc.com
4. www.sixsigma.in
5. www.sixsigmaindia.net

ILLUSTRATIVE EXERCISES

1. Six Sigma project in an automobile company.
2. Six Sigma project in a financial organization
3. Six Sigma project in a Hospital .
4. Six Sigma project in an educational institution.
5. Six sigma project in an electronic product manufacturing company
6. Six Sigma project in a Hotel
7. Six Sigma project in retail industry
8. Six Sigma project in Telecommunication Industry

INNOVATION AND PRODUCT DEVELOPMENT

OBJECTIVE:

Objective of this course is to train management students about the principles of innovation with respect to products and services.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT: 1

High technology-strategic context

Characteristics of high technology, high-tech markets, high-tech products, high-tech environment –market penetration and marketing management, IT-internet opportunities, IT-enablement of new products and industries, IT and digital technology –implications for new product development and competitive advantage

Product Development Strategies

Business, Market, technology and resource strategies, business strategy, basis of competition, competitive strategy, technology strategy and roadmap, product strategy, global resource strategy, implementing strategy, strategy officer, guidelines for preparing and implementation of strategic plans

UNIT: 2

Marketing management

Marketing-definitions, the role of marketing in high-tech markets-misconceptions, marketing management functions, the marketing process-characteristics, marketing managers –output and success metrics, inventing the whole product, ancillary products and tools, understanding stakeholders needs and priorities. Need satisfaction and window of opportunity-criticality of timing, S-curve model and growth through successive product introduction, value proposition, market segmentation in product development, segment analysis, market segmentation by diffusion of innovation and the technology adoption life cycle, impact of market infrastructure on new product penetration, product development and commercialization investment, the product roadmap, positioning strategy, value pricing, the selling process, managing customer relations,

Product platform and Knowledge integration

Product development goals, knowledge-generation, retention, reuse and integration, dimensions of knowledge integration, knowledge integration across the value chain and virtual teams, time value of knowledge and short time to market, types of products and development projects, product platform and architectural design considerations, product architecture and modularity, strategic outsourcing and product architecture, product life cycle, continuous improvement of a product, baseline and derivative products.

UNIT: 3

The Product Development process

The product development framework, the product development process at leading companies, the new product development and commercialization process, scaling the

process and the dynamic nature of product development, knowledge generation and integration in PDCP, flexibility in product development, market requirement specification, phases of the PDCp, product launch, cross-functional responsibilities and deliverables in product development, deliverables checklist, process development methodology, software product development, product release and post release management, product change management.

Excellence in design and product reliability

Product design-guidelines for excellence-design for excellence-design for reliability, predictability and robustness, reliability profile over the product life cycle- reliability assurance beyond the design phase-reliability design-reliability modeling and other tools-fault tree analysis-failure modes, effects and criticality analysis-design of experiments-passive data collection-accelerated testing and screening, weibull analysis, The Duane growth Model-reliability growth testing-robustness and predictability of performance-terminology in product design and development-definitions-product documentation-prototype-product characterization testing-customer participation in product development-quality.

UNIT -4

Flawless execution, Global resources management

Challenges in the development and commercialization of high-tech products-strategies for flawless execution-process orientation-kaizen in PDCP-managing critical interfaces-systems analysis, systems engineering and life cycle thinking, product development-systems analysis methodology-product development –a global perspective-managing constraints-fostering innovation and entrepreneurship-common innovation problems in large companies-engineering excellence and team productivity-manufacturing metaphors for lean product development-virtual team through strategic alliances and sourcing to external and internal suppliers-core competency, core activities and leveraging resources-strategic alliances-sourcing strategy and supplier selection-in sourcing and outsourcing-structure and management of internal suppliers-outsourcing strategy.

Project management in product development

Project management tasks and a project manager's responsibilities-sources of a project manager's authority and influence-responsibilities of a functional manager- midcourse change in project manager-the planning process-the project plan outline-the statement of work-the work breakdown structure –the project schedule-cost estimating-project organization and resource management-product development-an integrated team from engineering and manufacturing-staff deployment-the task assignment sheet-planning resource demand and deployment-Driving Progress and Project Meetings- a cost/schedule/performance trade-off matrix-project cost and schedule variance analysis-project closure-aggregate project planning and management-prioritization of projects-the aggregate project plan- a seven step process.

UNIT: 5

Best practices for product development managers

Business processes- decision making-risk management- the decision tree in risk management- problem solving-root cause analysis- creative brainstorming- cycles of learning-effective meeting management- effective Presentation.

Managing product and technology portfolios for shareholder value

Factor affecting long-term growth of shareholder value-return on investment models-product and technology portfolio planning-a framework for product portfolio planning-product portfolio planning-step 3-product project analysis-product portfolio planning-step 4-portfolio analysis-resource distribution-assessing market and business opportunities-project viability assessment-estimating the probability of success and financial exposure in product development-intellectual property portfolio planning and protection-protection of intellectual property and patents.

TEXTBOOK:

1. **Dariush Rafinejad 2006.** Innovation, Product Development and Commercialization-case studies and key practices for market leadership, - Cengage Learning India Private Limited , New Delhi 110092.
2. **Paul Trott 2010.** Innovation Management and New Product Development, Pearson Publication, New Delhi 110 017.

REFERENCES:

1. **Kahn, K.B., Ed.** *PDMA Handbook of New Product Development*, New York: John Wiley & Sons; 2005.
2. **Ulrich, K.T., Eppinger, S.D.** *Product Design and Development*. New York : McGraw-Hill; 1995.
3. **Kuczmariski, T.D.** *Managing New Products*. Upper Saddle River, NJ: Prentice Hall: 1988.

WEB RESOURCES:

1. www.productinnovationeducators.com
2. www.innovationtools.com
3. www.prod-dev.com
4. www.innovation-point.com
5. www.tnsglobal.com

ILLUSTRATIVE EXERCISE

1. Innovation and Product development of five best passenger cars currently in the market.
2. Innovation and product development of five best TVs in the current market.
3. Innovation and product development of five best washing machines in the current market.
4. Innovation and product development of five best water heaters in the current market
5. Innovation and product development of five best refrigerators in the current market.

SERVICE OPERATIONS MANAGEMENT

OBJECTIVE:

The objective of this course is to teach Service Operations Management concepts and also to make students understand tools necessary to solve Service Operations Management problems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments , test. Subject quiz, Service organization visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT:I

1. The Role of Services in an Economy
2. The Nature of Services
3. Service Strategy

UNIT:II

1. New Service Development
2. Technology in Services
3. Service Quality

UNIT:III

1. The Service Encounter
2. The Supporting Facility
3. Service Facility Location

UNIT:IV

1. Managing Projects
2. Forecasting Demand for Services
3. Managing Capacity and Demand
4. Managing Waiting Lines

UNIT:V

1. Capacity Planning and Queuing Models
2. Service Supply Relationships
3. Managing Facilitating Goods
4. Growth and Globalization of Services

TEXT BOOKS:

1. **James A.Fitzsimmons and Mona J.Fitzsimmons** Service Management , :Operations,Strategy,Information Technology , 2006. Tata McGraw Hill Publishing Company Limited, New Delhi.
2. **Robert Johnston and Graham Clark, 2005.** Service Operations Management: Improving Service Delivery, Pearson Education, Delhi.

REFERENCES:

1. **William J Stevenson**, 2005. Operations Management, McGraw-Hill Irwin New York, USA
2. **Mark M. Davis and Janelle Heineke 2005.** Operations Management: Integrating Manufacturing and Services , McGraw-Hill Irwin New York, USA
3. **Jay Heizer and Barry Render**, 2011. Operations Management, : Prentice Hall USA

WEB RESOURCES:

1. www.amazon.com
2. www.poms.org
3. www.ebay.com
4. www.sixsigma.in
5. www.ibid.informindia.co.in

ILLUSTRATIVE EXERCISES:

1. Develop a original case for a Service Operations Management Project in a government organisation.
2. Develop a original case for a Service Operations Management Project in a financial organization
3. Develop a original case for a Service Operations Management Project in a Hospital .
4. Develop a original case for a Service Operations Management Project in an educational institution.
5. Develop a original case for a Service Operations Management Project in Tourism.
6. Develop a original case for a Service Operations Management Project in a Hotel
7. Develop a original case for a Service Operations Management Project in retail industry
8. Develop a original case for a Service Operations Management Project in Telecommunication Industry

SUPPLY CHAIN MANAGEMENT

OBJECTIVES:

The objective of this course is to cover not only high-level supply chain strategy and concepts, but also to give students an understanding of the tools necessary to solve supply chain management problems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and Illustrative exercise

UNIT-I

1. Introduction to Supply Chain Management
2. Inventory Management and Risk Pooling
3. Networking Planning
4. Supply Contracts

UNIT-II

1. The Value of Information
2. Supply Chain Integration
3. Distribution Strategies

UNIT-III

1. Strategic Alliances
2. Procurement and Outsourcing Strategies
3. Global Logistics and Risk Management

UNIT-IV

1. Coordinated Product and Supply Chain Design
2. Customer Value
3. Smart Pricing

UNIT-V

1. Information Technology and Business Processes
2. Technology Standards
3. Local Issues in Supply Chain Management

TEXT BOOKS:

1. **David Simchi-Levi, Philip Kaminsky, Edith Simichi-Levi and Ravi Shankar** 2008. Designing and Managing the Supply Chain. Concepts, Strategies and Case Studies , McGraw-Hill, New Delhi,2008.
2. **Janat Shah**, 2010. Supply Chain Management-Text and Cases, Pearson Education, Noida 201309.

REFERENCES:

1. **Sunil Chopra, Peter Meindl and D.V.Kalra** ,2010. Supply Chain Management: Strategy, Planning and Operations, Pearson, Noida.
2. **Joel D Wisner, G. Keong Leong and Keah- Choon Tan**, 2005. Principles of Supply Chain Management- A balanced Approach, Cengage Learning , New Delhi.
3. **John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi**, 2009. A logistics approach to Supply Chain Management, Cengage Learning, New Delhi.

WEB RESOURCES:

1. SCM Knowledge Base: <http://supplychain.ittoolbox.com>
2. Supply Chain Council: <http://www.supply-chain.org>
3. Supply Chain Management Review: <http://www.scmr.com>
4. Supply Chain Podcasts: <http://www.richardwilding.info/podcasts>
5. Supply Chain Resource Consortium: <http://scrc.ncsu.edu/index.html>
6. Supply Chain Standard: <http://www.supplychainstandard.com>
7. The Stanford Global SCM Forum: <http://www.stanford.edu/group/scforum>
8. Logistics Manager.com: <http://www.logisticsmanager.com>

ILLUSTRATIVE EXERCISES:

1. Study of supply chain practices of fresh fish business in Pondicherry.
2. Study of supply chain practices of fresh milk business in Pondicherry
3. Study of supply chain practices of fresh vegetables business in Pondicherry
4. Study of supply chain practices of fresh flower business in Pondicherry
5. Study of supply chain practices of handloom industry in Pondicherry

TOTAL QUALITY MANAGEMENT

OBJECTIVES:

- After undergoing this course students will get clear idea about Total Quality Management and will be able to work efficiently in a Total Quality Management organization.
- Also they can be a member of Total Quality Management Implementation team in an organization.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments , test. Subject quiz, Factory visit and field study, seminar, Game, Subject Video presentation and **Illustrative exercise**

UNIT-I: (The Foundations of TQM)

1. Understanding quality
2. Models and frameworks for total quality management
3. Leadership and commitment
 - Case studies on foundations

UNIT-II: (Planning)

1. Policy, strategy and goal deployment
2. Partnerships and resources
3. Design for quality
 - Case studies on planning

UNIT-III: (TQM – performance)

1. Performance measurement frameworks.
2. Self-assessment, audits and reviews
3. Benchmarking
 - Case studies on performance

UNIT-IV: (TQM – Processes)

1. Process management
2. Process redesign/engineering
3. Quality management system
4. Continuous improvement
 - Case studies on processes

UNIT-V: (TQM – People and Implementation)

1. Human resource management
2. Culture change through teamwork
3. Communications, innovation and learning
4. Implementation
 - Case studies on people and Implementation

TEXT BOOKS:

1. **John S. Oakland**, 2003. Total Quality Management text with cases,. Butterworth Heinmann, Oxford/New Delhi
2. **Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre**, 2003. Total Quality Management, Pearson Education, New Delhi.

REFERENCES:

1. **Feigenbaum, A.V.**, 1983 .Total Quality Control, McGraw-Hill, New York.
2. **Omachonu,V.K.,Ross,J.E.**, 1994. Principles of Total Quality, Lucie Press, Florida.
3. **J. Juran** 1979. Quality Control Handbook , McGraw-Hill , New York

WEB SOURCES:

1. www.iso.org
2. www.qcin.org
3. www.asq.org
4. www.qualitymag.com
5. www.qualitymanagementinternational.com

ILLUSTRATIVE EXERCISES

1. Develop a original case for a Total Quality Management project in a government organization.
2. Develop a original case for a Total Quality Management project in a financial organization
3. Develop a original case for a Total Quality Management project in a Hospital .
4. Develop a original case for a Total Quality Management project in an educational institution.
5. Develop a original case for a Total Quality Management project in a company manufacturing any product

BUSINESS INTELLIGENCE AND DATA MINING

OBJECTIVES:

- To train the students in business decision making, which warrants knowledge of business intelligence and data mining.
- To train the students for model building and required algorithmic skills.

METHODOLOGY:

Lectures, mini-projects, case studies, tutorials using Open Source software

Unit – I

BI – Definition – Concepts – Need – basic principles of Business Intelligence, development in BI area, position in IS/ICT architecture, links to other applications, BI application areas, specification of these areas, BI in the company management, effects of BI applications, database environment, BI tasks management, effect and critical success factors of BI, planning and analysis design and modeling – principles of dimensional modeling, relationship between measures and relevant dimensions, physical design and modeling, data quality management, data granularity problems management, Business Analytics and Data Visualization.

Unit – II

OLAP and Data Warehouses – core OLAP (On Line Analytical Processing) technologies, demonstration of principles on examples, Server applications solution, basic principles of MS Analysis Services, functions and options – Client applications solution, ProClarity, MS Office – Excel, Access, export of OLAP cube – off-line solution, query tools in multidimensional databases

Data warehouse in MS SQL 2005 – principles, architecture, components, management basics.

Unit – III

Data Mining – core principles and application options, relations to BI and other applications, relationship between CRM and BI – Customer Intelligence – Text Mining – Web Mining – Introduction to Weka.

Unit – IV

BI and DM Software – BI implementation principles, data pumps, ETL – principle, documentation in MS – DTS, ActiveX script, data pumps parameters and logging, BI market segment, BI trends, BI product examples – MS SQL Server, Oracle – Business Performance Management

Algorithms – Statistical Modeling, Divide and Conquer, Covering algorithms, Mining association rules, linear models, Instance based learning, Clustering

Unit – V

Applying BI to solve business problems, Iterating the BI meta-model, Discovering possibilities, Connecting processes, Defining business requirements, modeling the dimensional business process, constructing the data warehouse, evaluating business

analytic tools, leveraging performance measurement tools, Organizing a BI Consistency Center

Case Studies on Banking, Supply Chain Management, Customer Relationship Management, Human Resource Management etc.

TEXT BOOKS:

1. Efraim Turban, Ramesh Sharda, Jay E.Aronson and David King, Business Intelligence: A Managerial Approach, Prentice Hall, US, 2007
2. David Loshin, Business Intelligence: The Savvy Manager's Guide, Elsevier Science, 2003
3. K. Cios, W. Pedrycz, R. Swiniarski, and L. Kurgan, Data Mining: A Knowledge Discovery Approach, Springer, 2007.

REFERENCES:

1. Michael Berry and Gordon Linoff, Mastering Data Mining, John Wiley & Sons, 2000.
2. Efraim Turban, Ramesh Sharda and Dursun Delen, Decision Support and Business Intelligence Systems, Pearson, 2010
3. Cindi Howson, Successful Business Intelligence: Secrets to Making Business Intelligence : A Killer Approach, Mc Graw Hill, 2007
4. Swan Scheps, Business Intelligence For Dummies, Wiley Publishing, Inc., NJ
5. Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence, Wiley, NJ, 2010
6. Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2011.

WEB RESOURCES

1. <http://www.businessintelligencedatamining.com/>
2. <http://dataminingbook.com/>
3. <http://www.web-datamining.net/business/>
4. <http://www.businessintelligence.ittoolbox.com>
5. <http://www.dataminingblog.com>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

DATABASE MANAGEMENT SYSTEMS

OBJECTIVES:

The objective of the subject is to introduce the concepts of data modelling, database design, DBMS products and Database administration

METHODOLOGY:

Lectures supplemented with case studies and classroom exercises

UNIT-I:

Concept of system, Conventional file processing system, Drawbacks of conventional file processing system, Database system, Definition, Advantages, Components of Database Management System, Economic Justification of Database Approach, Terminologies of database systems, Data structure: Location methods, Types of pointers, Stack, Queue, Sorted list, Ring, Inverted list, Multi –List, Tree, Balanced tree.

UNIT-II:

Data model: Hierarchical data model, Network data model, Relational data model, E-R model.

Database Design: Steps of database design, Normalization – 1NF, 2NF, 3NF, Case problems for design of conceptual data model, Data Volume and Usage Analysis.

UNIT-III:

Implementation design: guidelines for mapping conceptual data model into hierarchical data model, Network data model and Relational data model, Program design guidelines(DAD).

Hierarchical Database Management Systems: DBD and DL/I of IMS and DDL and DML of PC-FOCUS. Examples with small programs.

UNIT-IV:

Network database management systems: DDL and DML of IDMS, Relational Database Management Systems: Relational Algebra and Relational calculus, DDL and DML of SQL.

UNIT-V:

Database Administration: Functions of DBA, Security Mechanism: Authorization, Encryption, Concurrency control, Problem of concurrency control, Resource locking, deadlock/Deadly embrace, Database recovery: Restore/Return, backward recovery, Forward recovery.

TEXT BOOK:

1. Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2011.

REFERENCES:

1. James martin, Principles of Database Management, Prentice-Hall of India, 1998.
2. Silberschatz., A., et.al., Database Management Concepts, McGraw Hill International Edition, New York, 1997.
3. Date, C.J., An Introduction to Database Systems, Narosa Publishing House, New Delhi, 1987.
4. Everest, Gorden, C., Database Management, McGraw-Hill, New York, 1986.

WEB RESOURCES

1. www.sciencedirect.com
2. www.ebsco.com
3. www.google scholar.com
4. www.scirp.org
5. www.springerlink.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

DECISION SUPPORT SYSTEMS

OBJECTIVES:

- To help towards a career in Info. Systems Management.
- To introduce the basic concepts in Decision Support Systems, illustrating, how they facilitate efficient executive decision making.

METHODOLOGY

The methodology of this subject includes lectures, application problem solving and case studies.

UNIT-I:

Decision Support Systems – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS.

UNIT-II:

DSS hardware and software – Group DSS – components & typology – Constructing a DSS – development process.

UNIT-III:

DSS development tools – Yardsticks for choosing DSS software – Executive information and support systems.

UNIT-IV:

Illustrative DSS applications – Portfolio Management – Human Resource Management, Marketing Decision Support System, Small Business Application, Manufacturing DSS.

UNIT-V:

Expert Systems – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES.

TEXT BOOK:

1. Efralm Turbon: DECISION SUPPORT SYSTEM AND EXPERT SYSTEMS, Macmillan.

REFERENCES:

1. Ralph H. Sprange, Jr. and Eric. D.Carlson: BUILDING EFFECTIVE ESS, Prentice Hall.
2. Ralph H. Sprange, JR. & Huga, J. Watson (Eds.): DSS-PUTTING THEORY INTO PRACTICE, Prentice Hall.
3. R. Jayshankar: DECISION SUPPORT SYSTEMS, Tata McGraw Hill.
4. Janakiraman and Sarukesi, Decision Support Systems, Prentice Hall of India, New Delhi.

WEB RESOURCES

1. www.sciencedirect.com
2. www.ebsco.com
3. www.google scholar.com
4. www.scirp.org
5. www.springerlink.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

E-COMMERCE

OBJECTIVES:

- To introduce the concepts of Electronic Commerce
- To make students to understand the concepts of Electronic Commerce through case studies

METHODOLOGY:

Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I:

1. Foundations of Electronic Commerce
2. Retailing in Electronic Commerce

UNIT-II:

1. Internet Consumers and Market Research
2. Advertisement in Electronic Commerce

UNIT-III:

1. Electronic Commerce for Service Industries
2. Business-to-Business Electronic Commerce

UNIT-IV:

1. Intranet and Extranet
2. Electronic Payment Systems

UNIT-V:

1. EC Strategy and Implementation
2. Public Policy: From Legal Issues to Privacy

TEXT BOOKS:

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson, 2007
2. P.T.Joseph, E-commerce: An Indian Perspective, Prentice-Hall, 2009

REFERENCES:

1. Ritendra Goel, E-Commerce, New Age International, 2007
2. Gary Schneider, Electronic Commerce, Cengage Learning, 2008

WEB RESOURCES

1. <http://www.ecommercetimes.com>
2. <http://e-commerce.net.in/>
3. <http://e-commerce.meetup.com/>
4. <http://www.davechaffey.com/>
5. <http://www.ecommerce-ebooks.com/>

ILLUSTRATIVE EXERCISE:

1. Develop an original case for a E-Commerce project in a financial organization
2. Develop an original case for a E-Commerce project in a company manufacturing any product
3. Develop an original case for a E-Commerce project in retail industry
4. Develop an original case for a E-Commerce project in Telecommunication Industry
5. Develop an original case for a E-Commerce project in B2C application
6. Develop an original case for a E-Commerce project in B2B application
7. Develop an original case for a E-Commerce project in C2C application

OBJECT-ORIENTED PROGRAMMING WITH C++

OBJECTIVES:

To introduce the concepts of Object-Oriented Programming using C++ language
To focus on different components of Object-Oriented Programming using C++ language and to plan, design and develop information systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test.
Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT-I:

Introduction to Object-Oriented Programming(OOP) – Organization of data and functions in OOP – Concepts in OOP – Objects, Classes, Data Abstraction, Data Encapsulation, Inheritance, Polymorphism, Dynamic binding, Message Passing – Benefits of OOP – Application of OOP – Introduction to C++ Programming Language – Structure of a C++ Program – Keywords, Identifiers, Data types, Operators in C++, Character strings, Arrays, Functions, Pointers and Structures.

UNIT-II:

Classes and Objects
Constructors and Destructors

UNIT-III:

Operator Overloading and Type Conversion
Inheritance

UNIT-IV:

Pointers to objects, Virtual functions and Polymorphism
Managing Console Input/Output Operations

UNIT-V:

Working with files – File pointers and Error handling
Object-Oriented Systems development

TEXT BOOK:

1. **Balagurusamy, E.**2007 OBJECT-ORIENTED PROGRAMMING WITH C++, New Delhi: Tata McGraw-Hill Publishing Co. Ltd.
2. **Farrell,** 2009. OBJECT-ORIENTED PROGRAMMING WITH C++, Cengage Learning India Pvt. Ltd, Delhi.

REFERENCES

1. **Malik,** 2009. C++ Programming Language, Cengage Learning India Pvt. Ltd, Delhi.
2. **Lafore,**2002. Object-Oriented Programming in C++; Pearson Education, Noida.

3. **Ira Pohl**, 2002. Object-Oriented Programming using C++, Pearson Education, Noida.

WEB RESOURCES

1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISE:

1. Design and Development of Object-Oriented program using C++ for Student admission
2. Design and Development of Object-Oriented program using C++ for Income tax calculation
3. Design and Development of Object-Oriented program using C++ for Sales application
4. Design and Development of Object-Oriented program using C++ for performance appraisal application
5. Design and Development of Object-Oriented program using C++ for consolidated mark sheet printing

SOFTWARE ENGINEERING

OBJECTIVES:

To make the students understand the underlying concepts of Software Engineering, Analysis and design, Quality assurance and testing.

To enable the students to develop software for specific categories.

METHODOLOGY:

Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I: Introduction to Software Engineering

Software as a product – its characteristics, components and applications, Software engineering as a process – Process Maturity levels – Different process models – Linear sequential model, Prototyping model, Rapid application development model, Evolutionary software process models, Conventional methods for Software Engineering – System Engineering, Information Engineering and Product Engineering.

UNIT-II: Software Quality Assurance

Software quality assurance – concepts, metrics (McCall's Quality Factors and Hewlett-Packard's FURPS factors), Defect Amplification and removal, Formal Technical Reviews(FTRs), Software reliability, statistical quality assurance (SQA) for software.

UNIT-III: Requirement analysis and Design

Overview of Software requirement analysis and analysis modeling – data modeling, functional modeling and behavioural modeling

Software design – process, principles, concepts and methods – transform flow and transaction flow – interface design.

UNIT-IV: Software testing

Software testing – methods (white box testing, black box testing, basis path testing, control structure Testing) and strategies (unit testing, integration testing, validation testing, system testing)

Testing for specialized environments – GUIs, C/S, Web sites, Documentation/Help facilities and Real-time systems, Debugging – process and approaches.

UNIT-V: Software Engineering applied to Object-oriented systems and Client/Server systems

Object-oriented software engineering – concepts, distinguishing characteristics and principles, Object oriented Analysis process, Object Design process and Object-oriented Testing strategies

Client-server(C/S) software engineering – structure and design of C/S systems.

TEXT BOOKS:

1. Roger Pressman, Software Engineering: A Practitioner's Approach, Tata McGraw-Hill, 2005

2. Nasib Singh Gill, Software Engineering, Khanna Publishers, 2002

REFERENCES:

1. Ian Sommerville, Software Engineering, Pearson Education, 2010
2. James Peters and Witold Pedrycz, Software Engineering : An Engineering Approach, Wiley, 2000

WEB RESOURCES

1. <http://www.rspa.com/spi/>
2. <http://www.sei.cmu.edu/>
3. <http://www.se.rit.edu/>
4. <http://best-practice-software-engineering.blogspot.com/>
5. <http://softwareengineeringblog.com/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

SOFTWARE PROJECT MANAGEMENT

OBJECTIVES:

- To understand the concept of software projects and steps in software project management.
- To enable the students to prepare business proposals for software management.
- To enable the students to evaluate the technical feasibility, financial viability, market acceptability and social desirability of software projects.
- To be effective as project managers and as part of software project teams.

METHODOLOGY:

Lectures, mini-projects, case studies, tutorials using Open Source software

UNIT-I: Software projects and metrics

Software Project Management – Concepts and 3 P's (People, problem and process)

Metrics in the process and project domains, Software measurement – size-oriented metrics, function-oriented metrics and extended function point metrics, Integrating metrics within the software process.

UNIT-II: Software project planning

Software Project planning – objectives, scoping, Resources – human resources, reusable software resources and environmental resources

Software project estimation – Popular decomposition techniques – problem-based, process-based and empirical estimation (COCOMO model).

UNIT-III: Software outsourcing and project scheduling

The Make-Buy decision – creating a decision tree, Software outsourcing – issues involved

Project Scheduling and tracking – relationship between people and effort – defining a task set for the software project.

UNIT-IV: Software risk management and configuration management

Risk Management – Reactive and Proactive risk strategies, Risk identification, projection, mitigation and monitoring – RMMM Plan Software configuration management – process and standards

UNIT-V: Object-oriented software projects and CASE tools

Management of Object-oriented software projects – process framework, metrics, estimation and scheduling approach, Computer-aided Software Engineering (CASE) – CASE tools – their building blocks and taxonomy.

TEXT BOOKS:

1. Roger Pressman, Software Engineering: A Practitioner's Approach, Tata McGraw-Hill, 2005
2. Robert T. Futrell, Donald F. Shafer, and Linda I. Safer, Quality Software Project Management, Pearson Education, 2002

REFERENCES:

1. Ian Sommerville, Software Engineering, Pearson Education, 2010
2. Bob Hughes and Mike Cotterell, Software Project Management, McGraw-Hill, 2009

WEB RESOURCES

1. <http://softwareprojectmanager.org/>
2. <http://www.softwareprojects.org/>
3. <http://www.rspa.com/spi/project-mgmt.html>
4. <http://www.project.net/>
5. <http://www.wrike.com/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

SYSTEMS ANALYSIS AND DESIGN

OBJECTIVES:

To introduce the concepts of System analysis and design

To focus on different components of System analysis and design and to plan, design and develop such information systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test.

Subject quiz, Organization visit and field study, seminar, Game, Subject Video presentation and Illustrative [exercise](#)

UNIT-I:

INTRODUCTION TO SYSTEMS ANALYSIS AND DESIGN – Scope – Functions of a Systems Analyst – What is Systems Analysis and Design – Categories of Information Systems.

MANAGING THE APPLICATIONS DEVELOPMENT PORTFOLIO – Role of Information Systems – Systems, Subsystems and their Interdependence – Classical Systems Development – Lifecycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – Testing Project Feasibility.

UNIT-II:

STRUCTURED ANALYSIS DEVELOPMENT STRATEGIES – Data Flow Analysis – Physical and Logical – Data Dictionary.

APPLICATION PROTOTYPE DEVELOPMENT STRATEGY – Purpose – Steps involved in Uses of Prototypes – Tools for Prototyping- Prototype Strategies.

UNIT-III:

COMPUTER AIDED SYSTEMS TOOLS – Role of Tools – Categories of Tools – Case.

DESIGN OF COMPUTER OUTPUT – Identification of Computer Outputs – Ways of presenting – Information – Designing of Printed Outputs – Designing Visual Display Units.

UNIT-IV:

DESIGN OF INPUT AND CONTROL – Objectives of Input Design – Data Capture Guidelines – Input Validation.

DESIGN OF ONLINE DIALOGUE – Purpose and Definition of Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues.

UNIT-V:

MANAGING SYSTEMS IMPLEMENTATION – Training – Conversion Methods – Post Implementation Review.

HARDWARE AND SOFTWARE SELECTION – Overall Economic Analysis.

TEXT BOOKS:

1. **James A. Senn**.2007. ANALYSIS AND DESIGN OF INFORMATION SYSTEMS; McGraw Hill International Edition, Singapore.
2. **Alan Dennis , Barbara Haley Wixom** and Roberta M. Roth ,2009 . Systems Analysis and Design, John Wiley & Sons Inc, USA.

REFERENCES

1. **Igor Hawryszkiewycz**, 2001. Introduction to Systems Analysis and Design, Prentice-Hall of India, New Delhi.
2. **Jeffrey L Whitten** and **Lonnie D Bentley**.2007. ANALYSIS AND DESIGN; Tata McGraw Hill Publishing Company Limited, New Delhi.
3. **John W. Satzinger, Robert B.Jackson** and **Stephen D.Burd**.2007. SYSTEM ANALYSIS AND DESIGN, Cengage Learning India Pvt. Ltd, Delhi.

WEB RESOURCES

1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISES

1. Develop an original case for a System analysis and design project in a government organisation.
2. Develop an original case for a System analysis and design project in a financial organization
3. Develop an original case for a System analysis and design project in a Hospital.
4. Develop an original case for a System analysis and design project in an educational institution.
5. Develop an original case for a System analysis and design project in a company manufacturing any product
6. Develop an original case for a System analysis and design project in a Hotel
7. Develop an original case for a System analysis and design project in retail industry
8. Develop an original case for a System analysis and design project in Telecommunication Industry

VISUAL BASIC FOR BUSINESS APPLICATIONS

OBJECTIVES:

To introduce the concepts of Visual Basic

To focus on different components of Visual Basic and to plan, design and develop information systems.

METHODOLOGY:

Power Point Presentation, Participative type classes, case study, Assignments, test.

Subject quiz, Organization visit and field study, seminar, Subject Video presentation and Illustrative exercise

UNIT-I:

VB environment; Tools; Bars; Different Menus; Customizing a Form – Setting Different properties; Saving, Edit, Debug, Run and writing simple programs; user interface – Creating Controls; Command buttons, simple event procedure; image controls, text boxes; Labels and Navigation.

UNIT-II:

VB Programming – Editing Tools; Statements; Variables; Data Types; Strings; Numbers; Picture Boxes; Printer Object; Operators, Determinant and Indeterminant loops; Decision Making Statements; Built-In-Functions; Date-Time functions.

UNIT-III:

Functions – Procedures – Arrays – Writing simple programs using above function(like Searching, Sorting and etc.) – Control Arrays – List and Combo Box; Flex Grid control – VB Object Browser – Introduction to Object Oriented Programming – Making user interfaces using MS Window common control, MDI Forms.

UNIT-IV:

Tools and Techniques for testing, Debugging and optimization; ActiveX Controls, Basic file Handling – Workspace; Database; Recordset; Report Generation; Accessing with different back end (MS Access, Oracle8i), Building Packages (like Student Information System, Library Information System, Railway Reservation System, Inventory Control System etc.)

UNIT-V:

Fundamentals of Graphics; Monitoring Mouse activity; File System Controls and File System Object, Communicating with other Windows Applications VB Script, Programming to Internet.

TEXT BOOKS:

1. Gary Cornell,1998. VISUAL BASIC 6 FROM THE GROUND UP, Tata McGraw-Hill Publishing Company Ltd.,

2. Connell 1999.VISUAL BASIC 6.0, Tata McGraw Hill Education Private Limited, New Delhi.

REFERENCES

1. **David Kruglirski.** 1998 J, Inside Visual C++ , Microsoft press,.
- 2 **Zak,** 2008.Visual Basic 2008 Cengage Learning India Pvt. Ltd, Delhi.
- 3 **Steven Holzner,** 2003.Teach yourself Visual Basic .NET, , Pearson Education, Noida.

WEB SOURCES

1. www.startwright.com/virtual.htm
2. www.lamp.infosys.deakin.edu.au
3. www.mbsportal.bl.uk
4. www.ibm.com
5. www.infoworld.com

ILLUSTRATIVE EXERCISE:

1. Design of form for Student admission
2. Design of online test using visual basic (Ten Questions).
3. Design a visual basic system for pay roll application for any manufacturing company
4. Design an online train ticket reservation system using visual basic
5. Design a visual basic system for departmental store bill printing for a customer.

CREATIVITY AND INNOVATION MANAGEMENT

OBJECTIVE:

This course shall enable students to generate, improve, expand and conceptualize ideas; to define situations and needs for new ideas, and develop and familiarize students with processes that manage the generation, adaptation and change of ideas and concepts and their implementation.

METHODOLOGY:

Lectures supplemented with case studies and field based exercises.

After completing this course, students will be able to

- *understand the purpose, processes and tools of creativity and innovation;*
- *discern appropriate strategies for implementing ideas;*
- *combine and build on the knowledge acquired from other subjects;*
- *Appreciate the challenges of innovators in today's ever changing, diverse, and global technological environment.*

UNIT – I Introduction

- Definition and Justification of creativity and innovation
- Types of Creativity & Innovation, Barrier to Creativity & Innovation
- Four stages of creativity: Identify the question – Generate answers – Polish outcome - Implement
- Four principle approaches to creativity – Ignore creativity – Recognizing the importance of creativity – Develop creative culture in an organization – Make use of creative techniques in the organizational processes
- Major Theories of Creativity - The Psychoanalytical Theory of Creativity - The Mental Illness Theory of Creativity - Eysenck's Theory of Psychoticism - The Addiction Theory of Creativity - The Humanistic Theory of Creativity

UNIT – II Creative Process

- Opportunity recognition, Development, Realization
- Human creativity- stepping stones of analogy – making the strange familiar and the familiar strange – widening the span of relevance – practice serendipity – chances favours only the prepared mind – curiosity – suspension of judgement – toleration of ambiguity.
- Idea generation - Sourcing Ideas, Open versus closed Innovation, collaborative Innovation
- Linking knowledge, creativity and innovation

UNIT – III Organizing for Creativity and Innovation:

- Individual creativity and innovation – Grassroot & Professional Innovations
- Leadership versus Management approach to creativity,
- Creative culture – Individual personality – team dynamics – free flow of communication – acceptance of risks to fail – explicit rewards.

- Creative resources: internal versus external - training for creativity & innovation – Internet – Books - Open innovation.

UNIT – IV Comparison of Creativity with concepts of:

- TQM, Operational Research, Neuro-Linguistic Programming (NLP) – Information Technology & Artificial Intelligence - Kaizen, Quality Circles, Business Process Reengineering, General business skills, Suggestion Box
- SWOT Analysis of creativity

UNIT – V Applications of Creativity and Innovation

- Internalizing creativity in organizational activities through – four aspects of Creativity - The creative product/Service - The creative person - The creative process- The creative environment
- Convergence of creativity across domains
- Recent changes in creativity - Future of Creativity & Innovation

FIELD BASED ASSIGNMENT:

Students need to visit few organizations and select few activities that could be improved upon. How creativity and innovation in various contexts such as different organizations, diverse cultures etc. be introduced to modify the existing service/product and enhance the employee satisfaction as well as employee productivity.

REFERENCES:

A. Text Books:

1. The innovation handbook : how to develop, manage, and protect your most valuable ideas, Adam Jolly, ISBN 978-0-7494-5318-3, Kogan Page, 2008.
2. Creativity and Innovation for managers, Brian Clegg, Butterworth-Heinemann, 1999
3. Tidd, J. and Bessant, J. 2009. Managing innovation. 3rd edition, Wiley, Chichester.
4. The art of creative thinking - How to be innovative and develop great ideas, John Adair, Kogan Page, London, 2007.

B. Reference Books:

1. Managing creativity- A practical guide to inventing, developing and producing innovative products, Donna Shirley, 2007,
2. Managing Innovation, Design & Creativity, Bettina Von Stamm, John Wiley & Sons, 2003.
3. How the Paper Fish Learned to Swim - *A Fable About Inspiring Creativity and Bringing New Ideas to Life*, JONATHON A. FLAUM, 2007

4. “Expect the Unexpected or You Won’t Find It A Creativity Tools Based on the Ancient Wisdom of Heraclitus” by Roger Von Oech, Berret-Koehler Publishers, Inc. San Francisco 2002, ISBN: 1-57675-227-5 (RVO)
5. “The Houdini Solution. Put Creativity and Innovation to Work by Thinking INSIDE THE BOX”, by Ernie Schenck, McGraw Hill, New York 2007, ISBN: 978-0-07-146204-4 (ES)
6. Cognitive Psychology. Thinking and Creating, J. R. Hayes, Dorsey Press, 1978
7. Creating the Digital Future, Albert Yu, Free Press, 1998
8. The Five Day Course in Thinking, Edward de Bono, Pelican, 1969
9. Hare Brain and Tortoise Mind, Guy Claxton, Fourth Estate, 1997
10. Lateral Thinking, Edward de Bono, Penguin, 1990
11. The Psychology of Thought, D. M. Johnson, Harper and Row, 1955
12. Six Thinking Hats, Edward de Bono, Penguin, 1990
13. Six Action Shoes, Edward de Bono, Fontana, 1993

C. Web References:

1. <http://blog.creativethink.com/heraclitus/index.html>
2. <http://www.suite101.com/content/the-five-major-theories-of-creativity-a157568>
3. <http://lateralaction.com/articles/creativity-innovation/>
4. <http://www.innovation-creativity.com/definition-of-creativity.html>
5. <http://www.barnesandnoble.com/u/Free-eBooks/379001668/>

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

CRISIS MANAGEMENT

OBJECTIVES:

- To know the different crisis situation
- Assessing and managing the risk
- To understand crisis impacts

METHODOLOGY

Lectures with case studies, study of earlier crisis and disasters

UNIT – I: CONCEPT OF CRISIS MANAGEMENT – Definition of crisis – Crisis situations – size of crisis – assessing and managing risk – impact of a crisis – reducing crisis

UNIT – II: WARNING SYSTEMS: Meaning – types of warning system – communication and the crisis manager – image management – media management

UNIT – III: MANAGEMENT OF CRISIS: Strategies crisis management – crisis planning – recovery planning – planning process – FPC model, Crisis audits.

UNIT – IV: REPOSE MANAGEMENT: Crisis Think – Resource conservation – PBR technique – Effect of crisis situations on humans – psychological effects of the crisis

UNIT – V: RECOVERY MANAGEMENT: Managing event and impact recovery – recovering from intangible crisis situations – psychology of recovery, evaluation crisis management

TEXT BOOKS:

1. Crisis Management: Planning for the Inevitable by Steven Fink (Jun 19, 2000)
2. Crisis Management in the New Strategy Landscape by William Rick Crandall, John A. Parnell and John E. Spillan (May 15, 2009)
3. Managing Crises Before They Happen: What Every Executive and Manager Needs to Know about Crisis Management by Ian I. Mitroff and Gus Anagnos (Jun 5, 2005)

REFERENCES:

1. ROBERT HEATH : CRISIS MANAGEMENT : Pitman publishing
2. BARTON : CRISIS IN ORGANIZATIONS : South – Western publishers
3. FREEN : REPUTATION RISK MANAGEMENT : Pitman

WEB RESOURCES

1. www.bernsteincrisismanagement.com
2. crisismanagement.com
3. www.adl.org
4. www.managementhelp.org/crisis/crisis.htm
5. www.tutor2u.net/business/strategy/crisis

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

ENTREPRENEURSHIP DEVELOPMENT

OBJECTIVES:

- Providing the knowledge base of Entrepreneurship, and
- Developing tomorrow's owners of business by providing the necessary inputs for the creation of the new ventures.

METHODOLOGY:

Lectures supplemented by case studies, interviews with entrepreneurs, feasibility study project report

UNIT – I

Entrepreneurship – Definition, Role and expectations – Entrepreneurial styles and types – Characteristics of the Entrepreneur – Functions of an Entrepreneur – Promotion of Entrepreneurship – Role of Socio-Cultural, Economic and Political Environment – Growth of Entrepreneurship in Pre and Post independence era – Constraints for the Growth of Entrepreneurial Culture.

UNIT- II

Entrepreneurial Motivation – Theories – Entrepreneurial Competencies – Developing Competencies – Role of Entrepreneur Development Programs – Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies.

UNIT – III

Identification of Business Opportunity – Preparation of Feasibility Report – Financial and Technical Evaluation – Project Formulation – Common Errors in Project Formulation – Specimen Project Report – Ownership Structures – Proprietorship, Partnership, Company, Co-operative, Franchise.

UNIT – IV

Corporate Entrepreneurship (Intrapreneurship_ - Concepts – Need – Strategies – Corporate Practices – Select Cases – Dynamics of Competition – Plans for Survival and Growth.

UNIT – V

Women Entrepreneurship – Need – Growth of women Entrepreneurship – Problems faced by Women Entrepreneurs – Development of women Entrepreneurship – Entrepreneurship in Informal Sector – Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, health care, Transport and allied services.

TEXT BOOK:

1. Peter F. Drucker: INNOVATION AND ENTREPRENEURSHIP (Heinemann).

REFERENCES:

1. Donald L. Sexton & Raymond W. Smilor: THE ART AND SCIENCE OF ENTREPRENEURSHIP, Ballinger Pub. Co.

2. Clifford M. Baumback & Joseph R. Mancuso: ENTREPRENEURSHIP AND VENTURE MANAGEMENT, Prentice Hall.
3. Gifford Pinchot: INTRAPRENEURING, Harper & Row.
4. Ram K. Vepa: HOW TO SUCCEED IN SMALL SCALE INDUSTRY, Vikas.
5. Richard M. Hodgets: EFFECTIVE SMALL BUSINESS MANAGEMENT, Academic Press.
6. Dan Steinhoff & John F. Burgress: SMALL BUSINESS MANAGEMENT FUNDAMENTALS, McGraw Hill.
7. Small Industries Service Institute (SISI), Madras Publication: GUIDELINES TO ENTREPRENEURS FOR STARTING A SMALL SCALE INDUSTRY.

WEB RESOURCES:

1. www.ediindia.org
2. www.enterweb.org/entrship.htm
3. www.bdu.ac.in/skillbased/etd.pdf
4. wikieducator.org/Lesson_11:Entreprene...
5. www.suite101.com/content/entrepreneur...

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.