

PONDICHERRY UNIVERSITY

SCHOOL OF MANAGEMENT

DEPARTMENT OF MANAGEMENT STUDIES



**MBA Course Structure and Syllabi
2018-2019 Onwards**

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**COURSE STRUCTURE OF MBA PROGRAMME IN PONDICHERRY
UNIVERSITY**

SEMESTER - I			SEMESTER - II		
Subject	Credit	Marks	Subject	Credit	Marks
Management Processes	3	100	Financial Management	3	100
Organisational Behaviour	3	100	Marketing Management	3	100
Managerial Economics	3	100	Operations Management	3	100
Accounting for Managers	3	100	Human Resources Management	3	100
Business Law	3	100	Operations Research	3	100
Business Environment	3	100	Research Methodology	3	100
Business Analytics Lab 1	2	50	Management Information Systems	3	100
Communication skill Workshop	2	50	Selling & Negotiation Skills	2	50
System Skill Workshop	2	50	Minor Project	2	50
			Business Analytics Lab 2	2	50
Total	24	750	Total	27	850
SEMESTER - III			SEMESTER - IV		
Subject	Credit	Marks	Subject	Credit	Marks
Strategic Management	3	100	Public Systems Management	3	100
Project Management	3	100	Entrepreneurship	3	100
Quality Management	3	100	Functional Electives (4)	12	400
Management Control Systems	3	100	Business Ethics & Corporate Governance	3	100
Functional Electives (4)	12	400	Business Valuation Lab	2	50
Summer Projects (8 Weeks) (100 Marks for thesis + 50 Marks for Project Viva)	4	150			
Total	28	950	Total	23	750

Total Number of Credits : 102
 Total Marks : 3300
 Total Number of theory papers : 28
 Total Number of Skills development workshop : 3
 Total Number of Lab : 3
 Number of Projects : 2

MBA DEGREE PROGRAMME

REGULATIONS FOR THE MBA PROGRAMME OFFERED IN THE UNIVERSITY DEPARTMENT:

1. Duration of the Course: 2 Years
2. **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.
3. **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.**
4. **Guidelines for awarding mark for project works:**
 - a. **Minor Project (3 WEEKS):**

It will be done during the winter vacation in the semester.

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

There will be a mid-term review after 4 weeks

Marks for Project awarded by Guide	80 Marks
Marks for Project in the Mid-Term Review	30 Marks
Marks for Project awarded for Class Representation and evaluation by DMS faculty Members	40 Marks
5. **Passing Requirement:** The student should have a minimum of 40% 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.

6. Question paper pattern:

Time: 3 Hours

Maximum Marks: 100

PART A: $6 \times 5 = 30$ Marks

Answer any SIX Questions out of TEN Questions

Question 1 to Question 10

PART B: $5 \times 10 = 50$ 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 ($1 \times 20 = 20$ 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

8 marks – maximum 200 words

10 marks – maximum 300 words

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

a. Two years

b. **Old Regulation Students:** Two years

8. 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).

COURSE STRUCTURE OF MBA PROGRAMME IN AFFILIATED COLLEGES

SEMESTER - I		SEMESTER - II	
Subject	Marks	Subject	Marks
Management Processes	100	Financial Management	100
Organisational Behaviour	100	Marketing Management	100
Managerial Economics	100	Operations Management	100
Accounting for Managers	100	Human Resources Management	100
Business Law	100	Operations Research	100
Business Environment	100	Research Methodology	100
Business Analytics Lab 1	50	Management Information Systems	100
Communication skill Workshop	50	Selling & Negotiation Skills	50
System Skill Workshop	50	Minor Project	50
		Business Analytics Lab 2	50
Total	750	Total	850
SEMESTER - III		SEMESTER - IV	
Subject	Marks	Subject	Marks
Strategic Management	100	Public Systems Management	100
Project Management	100	Entrepreneurship	100
Quality Management	100	Functional Electives (4)	400
Management Control Systems	100	Business Ethics & Corporate Governance	100
Functional Electives (4)	400	Business Valuation Lab	50
Summer Projects (8 Weeks) (100 Marks for thesis + 50 Marks for Project Viva)	150		
Total	950	Total	750

Total Marks	:3300
Total Number of theory paper	:28
Total Number of Skills development workshop	:3
Total Number of Lab	:3
Number of Projects	:2

REGULATIONS FOR THE MBA 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:

Minor Project:

Marks for Report awarded by the Guide:	50 Marks
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Summer Project:

Marks for the Report awarded by the Guide:	100 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, 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: $6 \times 5 = 30$ Marks

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

PART B: $5 \times 10 = 50$ 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 ($1 \times 20 = 20$ 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

8 marks – maximum 200 words

10 marks – maximum 300 words

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

- a) Two years
- b) **Old Regulation Students:** Two years

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	MBAH011
ORGANISATIONAL BEHAVIOUR	MBAH012
MANAGERIAL ECONOMICS	MBAH013
ACCOUNTING FOR MANAGERS	MBAH014
BUSINESS LAW	MBAH015
BUSINESS ENVIRONMENT	MBAH016
BUSINESS ANALYTICS LAB - I	MBAH017
COMMUNICATION SKILL WORKSHOP	MBAH018
SYSTEMS SKILL WORKSHOP	MBAH019

MANAGEMENT PROCESSES

OBJECTIVES:

- Providing conceptual understanding of management concepts
- Familiarizing 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.
4. Peter F. Drucker, “The Practice of Management”, Harper Business; Reissue edition, 2006.
5. Mason Carpenter & Talya Bauer, “Principles of Management”, Flat World Knowledge, Inc. 2009.

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. Heracleous.L and Devoge, S., “Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
4. Bateman Snell, “Management: Competing in the new era”, McGraw Hill Irwin, 2002.
5. Thite, M. “Managing People in the New economy”, Sage publications, New Delhi. 2004
6. Peter Eichhorn & Ian Towers, Principles of Management: Efficiency and Effectiveness in the Private and Public Sector, Springer International Publishing. 2018.

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 behaviour 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 Behaviour⁹⁸

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 Behaviour: [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](http://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

COURSE OBJECTIVES

- to provide a basic foundation on concepts and principles of Macro Economics, Micro Economics and managerial economics.
- to demonstrate the application of economic theory to business decision-making.

METHODOLOGY

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

SYLLABUS

UNIT-I: INTRODUCTION

Introduction to Managerial Economics: Definition, Nature, Scope, Importance and General Foundation of Managerial Economics. Circular flow of activities. Nature of firm; Objectives of firm; Theory of firm Forms of Organizations-Sole Proprietorship; Partnership; Joint Stock Company; Cooperatives; Public Enterprises.

Relevance of demand analysis in Business Decision-making: Law of Demand; Elasticity of Demand; Determinants of Demand; Individual, firm and Market demand; Demand Curve and its nature; Demand Forecasting Techniques.

UNIT-II: MARKETS AND PRICING

Product Markets and Recourse Markets. Market Structure: Differently Competitive Markets; Pricing under different Market structures. Methods of Pricing new and existing products; Pricing strategies. Cost-Oriented and Market-Oriented Pricing. Cost concepts: Types of cost; Relationship between Average and Marginal Cost in Short run and long run; Economics and Accountant View on Cost; Preparation of Cost sheet and Computation of Unit and Total Cost; Using Marginal costing in business decision-making. Production functions in short and long run. Wages and wage differentials.

UNIT-III: ECONOMIC DECISION-MAKING

Concept of Required Rate of Return and Internal Rate of Return; Annual-cost and Annual-worth Comparisons; Present-worth analysis; Computation of Cost of Capital and its relevance to decision-making; Economic Life; Replacement Economy; Analysis of risk and uncertainty in capital expenditure decisions.

Budgetary Control: Preparation of Cash Budgets, Purchase Budgets, Production Budgets and Flexible Budgets; Concept of Zero-Based Budgeting.

UNIT-IV MACRO ECONOMIC ISSUES (I)

The Great Depression of 1920s and lessons learnt. Global recession of 2008 and its impact on Indian business. The Euro crisis. WTO and its impact on Indian Agriculture and Textiles industry. Concepts of SEZs, EPZs, FTZs and EPCs.

UNIT-V: MACRO ECONOMIC ISSUES (II)

Introduction to National Income and Methods of Estimating National Income. Inter-Sectoral Linkages Macro Aggregates and Policy Interrelationships- Fiscal and Monetary Policies. Business and Government. Economic Indicators Technology, Employment and Poverty-Issues and Challenges Industrial Finance – Money Market and Capital market.

TEXT BOOKS

1. Gupta G.S., MANAGERIAL ECONOMICS, Tata McGraw-Hill, New Delhi.
2. Varshnavy and Maheashwary, MANAGERIAL ECONOMICS, Sultan and Chand, New Delhi.
3. Managerial Economics by R. Panneerselvam, P. Sivasankaran and P. Senthilkumar (2018); Cenage Learning India Pvt. Ltd.
4. Managerial Economics and Business Strategy by Michael R Baye and Jeff Prince (2017); McGraw Hill Education, Eighth Edition
5. Managerial Economics: Principles and Worldwide Applications by Dominick Salvatore and Siddhartha k rastogi (2016); Oxford Higher Education
6. Managerial Economics by D N Dwivedi (2015); Vikas Publishing House
7. Principles of Macroeconomics (7th Edition) by Karl E. Case, Ray C. Fair, Publisher: Prentice Hall
8. Macroeconomics: Principles and Tools (3rd Edition) by Arthur O’Sullivan, Steven M. Sheffrin, Publisher: Prentice Hall

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.
4. Joel Dean, Managerial Economics, Himalaya Publishing house, New Delhi.
5. Macroeconomics and Active Graphs, Third Edition by Olivier Blanchard, Publisher: Prentice Hall
6. Macroeconomics: Theories, Policies, and International Applications by Roger LeRoy Miller, David D. VanHoose, Publisher: South-Western College
7. Macroeconomics with Macro Tools by Roger Farmer, Publisher: South-Western College
8. Intermediate Macroeconomics by Dennis W. Jansen, Charles D. Delorme, Robert B. Ekelund, Publisher: Thomson Learning

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:

Problems on Preparation of Cost sheet, Forecasting demand using Regression Analysis, Calculation of Cost of Capital, Preparation of various budgets such as Production Budgets, Purchase Budgets, Cash Budgets and Flexible Budgets, and Cost of Acquiring and Replacing Machines using Capital Budgeting shall be worked out.

Students shall be required to deliberate on various macro and micro economic problems at global and national level, and on issues having an impact on the functioning of any business.

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

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.

BUSINESS ENVIRONMENT

Course Objectives:

1. To enable students, understand the opportunities and challenges of prevailing and desirable global business environment in which business has to operate.
2. Provide an understanding of the role of business in society.
3. To enable students read, research and discuss the issues through written papers, presentations, industrial visits and role plays in class seminars.

Methodology: Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:

- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
- Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits

UNIT-I: Economic Environment

- External and Internal Environment
- PEST / PESTEL Analysis
- Environmental Analysis – Scanning, Monitoring, Forecasting and Assessing the Current and Future Environmental Changes.
- Liberalization, Privatization and Globalization of Economy.
- Social, Political and Economic Consequences of globalization.
- Structure of the Economy, Inflation and GDP

UNIT-II: Political and Legal Environment

- Democracy, Political Diversity, Politics and Markets
- Bureaucracy, Corruption Level, Societal Outlook and Orientation
- Roles of Government:
 - a) Regulatory Role – Fiscal, Monetary and Industrial Policies, Tax Policies, Education and Employment Laws
 - b) Promotional Role
 - c) Entrepreneurial Role
 - d) Planning Role

UNIT-III: Socio-Cultural Environment

- Population & its Growth Rate, Education Levels, Age Distribution and Life Expectancy Rates
- Family Size and Structures, Gender Distribution, Religion, Nationality and Beliefs and Minorities
- Social classes and Lifestyle, Average Disposable Income
- Attitude towards Product Quality and Customer Service, Buying Habits, Environmental Consciousness, Work and Leisure, Health Consciousness, Risk Taking Ability.

UNIT-IV: Technological Environment

- Basic Infrastructure Level - Energy, Transport, Communication, Science and Technology.
- Research and Development, Product and Process Innovation, Rate of Technological Change and Penetration Levels, Protection of Intellectual Property Rights
- Technological Leadership and Followers, Technology and Competitive Advantage, Time Lags in Technology Introduction, Adaptation, Transfer of Technology
- Internet Infrastructure

UNIT-V: Global Environment

- International Relations - MNCs
- World Trade Organization, Competition
- FDI, FPI, Special Economic Zone
- Environmental Issues
- Outsourcing and Collaboration
- Sustainable Development

References:

Text Books:

1. Francis Cherunilam: Business Environment – Text and Cases, Himalaya Publishing House, New Delhi.
2. A.C. Fernando, Business Environment, Pearson.
3. Ian Worthington and Chris Britton: The Business Environment, Prentice Hall
4. Shaikh Saleem, Business Environment, Pearson

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. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, New Delhi.

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 Programs on Business and Environment
4. Others: Various publications such as reports, surveys, studies on business and management.

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 Exercises:

1. Study and analysis of prevailing business environment in the industry chosen/or given and recommendations for the creating more enabling environment to promote business activity.
2. Visit to an Industrial Estate / Other organizations and assess the infrastructural facilities such as appropriate roads, street lights, industrial waste treatment plants and other amenities, and submit a Written Report small team projects.

BUSINESS ANALYTICS LAB -I

[2-Credit Paper- Workshop Mode]

OBJECTIVES

- *To enable the students to know about the information needs of Management*
- *To introduce the concepts of data analysis methods*
- *To have hands-on training of Statistical Data Analysis through MS-EXCEL*

METHODOLOGY

The methodology is predominantly by Problem Solving [using MS-EXCEL], supplemented by lecture mode and case discussion. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course as their course evaluation submission.

Unit-1

BASICS OF STATISTICS AND EXCEL

Basic Statistical Terms - Population and Sample (Theory), Understanding Data-Qualitative Vs Quantitative Data / Continuous vs Discrete (Theory) -Measurement Scales - Nominal, Ordinal, Interval & Ratio

Types of Data in Excel - Text, Numbers, Date/Time, Logical (Excel) -Understanding Formulas and Functions (Excel) - Relative vs Absolute Reference (Excel), Basic Formulas, Functions and Named Ranges (Excel)

DESCRIPTIVE STATISTICS

Descriptive Statistics – Summary statistics [Mean/Median/Mode/Quartiles, Percentiles / Standard Deviation / Coefficient of Variation/Measures of Skew ness & Kurtosis

Installing Data Analysis Pack and Calculating Descriptive Statistics (Excel)

DATA VISUALIZATION

Importance of data visualization- types of charts

Bar/Pie Charts -Histogram -Box and Whisker Chart -Scatter Diagram (Excel)

Unit-2

BASIC PROBABILITY CONCEPTS AND PROBABILITY DISTRIBUTIONS

Basic Probability Concepts – Types - Rules - Concept of Bayes' theorem

Probability Distribution - Types (Discrete, continuous) -Random variable -Use of expected value in Decisions making - Binomial Distribution - Poison Distribution - Normal Distribution

Theory of Sampling-Types probability sampling, non-probability sampling - Introduction to Sampling Distribution (Concept of SE) - Sample Size Estimation

Theory of Estimation- Types - Interval Estimates and Confidence Interval - Calculation
Interval Estimates (C.I) for small & large samples

HYPOTHESIS TESTING

Tests for Mean and Proportions –One Sample test)

[One Sample z Test - One Sample t Test- One Sample p Test]

Testing of Hypothesis (two sample test) - Test for differences between means (large, small samples) - Test for proportions (small, large samples)

Unit-3

Chi Square Analysis - Test of Independence - Test of Goodness of fit

Analysis of Variance - One-Way Classification - Two way Classification

Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation -
Introduction to partial Correlation - Regression Analysis- Introduction to Time series and
forecasting

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. Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi
2. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
3. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]

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.statstutorials.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.search.ebscohost.com

Mode of Evaluation:

Continuous Internal Assessments– based on lab exercises

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, nonverbal 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 – proofreading 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-communicationskills/>
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,

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. Joan Casteel, Oracle® 11g: PL/SQL Programming Cengage Learning India Private Limited, New Delhi, 2013.
2. Sham Tickoo: Learning Oracle 11g: A PL/SQL Approach Paperback, CADCIM Technologies, 2009.

REFERENCES

1. Michael D. Thomas , Oracle XSQL: Combining SQL, Oracle Text, XSLT, and Java to Publish Dynamic Web Content, Wiley Publication Inc, 2003.
2. Sunderraman, Oracle 10g Programming: A Primer, Pearson Education, 2008.

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
FINANCIAL MANAGEMENT	MBAH020
MARKETING MANAGEMENT	MBAH021
OPERATIONS MANAGEMENT	MBAH022
HUMAN RESOURCES MANAGEMENT	MBAH023
OPERATIONS RESEARCH	MBAH024
RESEARCH METHODOLOGY	MBAH025
MANAGEMENT INFORMATION SYSTEMS	MBAH026
SELLING & NEGOTIATION SKILLS	MBAH027
MINOR PROJECT	MBAH028
BUSINESS ANALYTICS LAB 2	MBAH029

FINANCIAL MANAGEMENT

OBJECTIVES:

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

METHODOLOGY:

Assignment, test after completion of each unit

Class room lectures for all units

To solve problem self-made with all features will be used

Importance should be given for solving problems in each unit.

UNIT-I: FINANCIAL MANAGEMENT

Importance of Finance; Meaning of Business Finance; Meaning of Financial Management; Objectives of Financial Management; Scope of Financial management, Role of Financial Manager in the Changing Scenario; Method of Financial Management; Organisation of the Finance Function; Importance of Financial Management. Tools of Financial Management and Financial Forecasting, Financial Statement, Analysis and Interpretation; Practical Problems.

UNIT-II: FINANCIAL PLANNING

Meaning of Financial Planning; Pattern of Financing; Source of Finance; Security Financing; Convertible Debentures; Internal Financing; Loan Financing; Public Deposits; Bridge Financing; Loan Syndication, & Finance Decision, Leverage; Types of Leverage; Significance of Operating Leverage, Financial Leverage and Composite Leverage; Practical Problems

UNIT-III: CAPITAL STRUCTURE

Meaning of Capital Structure; Capital Structure and Financial Structure; Pattern of Capital Structure; Optimum Capital Structure; Capital Structure Theories, Determination of Capital Structure; Financial Break Even Point and EPS Analysis, Capital Gearing and Trading on Equity, Cost of Capital, Importance of Cost of Capital; Classification of Cost of Capital; Determination of Cost of Capital, Capital Assets Pricing Model (CAPM) and Weighted Average Cost of Capital (WACC), Practical Problems.

UNIT-IV: WORKING CAPITAL MANAGEMENT

Concept of Working Capital Management; Need for Working Capital; Types of Working Capital; Management of Working Capital, Projection of Working Capital, Conservative Asset Policy, Aggressive Asset Policy, Risk Return Trade Off, Source of Working Capital; Management of Cash, Tools of Cash Management, Cash budget, Playing on Float, Lock Box System; Management of Inventory, Tools of Inventory Management, ABC Analysis,

VED Analysis, EOQ Analysis, Perpetual Inventory System, Different Stock Level and Management of Receivable and Factoring Management; Practical Problems

UNIT-V: CAPITAL BUDGETING

Concept of Capital Budgeting, Importance of Capital Budgeting,
Characteristic of Capital Budgeting Decisions; Limitations of Capital Budgeting Decisions;

Capital Budgeting Process; Capital Rationing. Capital Budgeting Techniques- Accounting Rate of Return- ARR Method of Evaluation & Its Analysis; Payback Method of Evaluation & Its Analysis; Internal Rate of Return- IRR Method of Evaluation & Its Analysis; Net Present Value- NPV Method of Evaluation & Its Analysis; Profitability Index- PI Method of Evaluation & Its Analysis, Dividend, Bonus, Right Shares, Theories of Dividend, Types of Dividend, Determination of Dividend, Inflation; Inflation Accounting; Capital Market and Money Market, Practical Problems.

TEXT BOOKS:

1. Kapil Sheeba and Kapil Kanwal Nayan, FINANCIAL MANAGEMENT, STRATEGY, IMPLEMENTATION & CONTROL, Pragati Prakashan Publishers, Meeruti.
2. Khan MN. and Jain P.K: FINANCIAL MANAGEMENT, Tata McGraw-Hill co. Ltd, New Delhi.
3. Pandey I.M.: FINANCIAL MANAGEMENT, Vikas Publishing House Pvt. Ltd, New Delhi.
4. Prasanna Chandra: FINANCIAL MANAGEMENT, The McGraw-Hill Education Ltd., New Delhi.
5. Maheshwari S.N.: FINANCIAL MANAGEMENT-PRINCIPLE AND PRACTICE, Sultan Chand & Sons Pvt. Ltd., New Delhi.

REFERENCES:

1. Abdelsamad, M.: A GUIDE TO CAPITAL EXPENDITURE ANALYSIS, New York, American Management Association, 1973
2. Beranack, W.: WORKING CAPITAL MANAGEMENT, Belmont, Wadsworth, 1968.
3. Bolten, S.E.: MANAGERIAL FINANCE, Boston, Houghton Mifflin co., 1976.
4. Heifert, E.H.: TECHNIQUES FOR FINANCIAL ANALYSIS, Homewood, Irwin, 1967.

WEB SOURCES:

1. www.reoprunction.ocm
2. www.investorindia.com
3. www.fms.org
4. www.fmsfindia.org
5. www.financialmanagement.in

MARKETING MANAGEMENT -

SYLLABUS

Unit – I Understanding marketing and the marketing process

The importance and scope of marketing Evolution of marketing: From transaction-based to relationship marketing Fundamental marketing concepts Marketing and customer value The marketing environment (macro and micro), ethics and social responsibility Marketing management process

Unit – II Marketing planning, information and strategy

Strategic planning and the marketing process; Developing marketing plans Marketing research and Decision support systems Understanding consumer behaviour – marketing implications Market Segmentation, Targeting and Positioning Competitive strategies

Unit – III Developing the marketing mix: Product and Price

Product classifications, Product Mix Product management decisions, Product Life Cycle Strategies New Product Development Pricing considerations and approaches (cost-based, buyer based and competition-based), pricing strategies

Unit – IV Developing the marketing mix: Place and Promotion

Distribution channels and physical distribution – channel design decisions, channel management decisions Retailing and wholesaling – Retail classification, retailer marketing decisions, wholesaler marketing decisions Integrated marketing communication and promotion strategy, Promotion mix

Unit – V Marketing applied

Introduction to and the basic concepts of Industrial marketing, Services marketing, Rural marketing, International marketing, marketing for non-profit organizations, marketing in a connected world

Text books:

1. Kotler and Keller: Marketing Management 15th Edition (2017) Pearson Education ISBN:9789332587403
2. Ramaswamy and Namakumari: Marketing Management: Global Perspective Indian Context 5th Edition (2013) McGraw-Hill Education India Pvt. Ltd.

Reference books:

1. Cravens, Hills and Woodruff: MARKETING MANEAGEMENT
2. Pride and Ferrell: Marketing – Concepts and strategies (Indian adaptation) (Wiley-DreamTech)
3. Stanton: Fundamentals of Marketing (McGraw-Hill)
4. Ramesh Kumar: MARKETING NUGGETS

NB: Latest editions of the books mentioned above are recommended.

OPERATIONS MANAGEMENT

OBJECTIVES

To understand the concepts and techniques of Operations Management.

To use the above for improving the Operational Productivity of Organizations.

UNIT-I

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Process Planning & Design, Value Analysis/ Value Engineering, Make or Buy Decision. Capacity Planning, Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: 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: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipment's.

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, Introduction to 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 – Recording Techniques, Steps in Method Study, 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 for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TEXT BOOK:

Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT, 3rd Edition, PHI Learning, Delhi, 2013.

REFERENCES

Joseph G. Monks: OPERATIONS MANAGEMENT - THEORY AND PROBLEMS, (McGraw Hill).

Everett E. Adam & Ronald J. Ebert: PRODUCTION AND OPERATIONS MANAGEMENT, (Prentice Hall, 1994).

William J. Stevenson: PRODUCTION/OPERATIONS MANAGEMENT, Richard Irwin.

Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).

Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).

S.N. Chary, PRODUCTION AND OPERATIONS MANAGEMENT, (Tata McGraw Hill).

Jay Heizer & Barry Render: OPERATIONS MANAGEMENT, Prentice Hall International, Inc. 2001, International Edition.

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 modelling 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. & Srivastava 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 & Sayiadain, 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.

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, Simplex 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 McLeay & 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.

RESEARCH METHODOLOGY

[3 credit paper]

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 enable them to conduct a Business Research Study and prepare the report.

METHODOLOGY

The methodology is predominantly by 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-1

Research – Meaning – importance and definition, Research in business, manager's role revisited, role of research, measures of a good research.

Research process – the manager-researcher relationship, defining research problem and formulation of hypothesis, feasibility study and research proposal

Unit-2

Research Design – types of research design-exploratory, descriptive and experimental studies. The sources and collection of data – primary and secondary data sources-Sampling design – sampling procedures, types of sampling plans, sample size determination, common sources of error in sampling and data collection

Unit-3

Attitudinal measurements and scales - Basic methods of collecting data – survey methods, personal interviewing, telephone interviewing and self-administered surveys, instruments for respondent communication – Questionnaire design.

Unit-4

Analysis and interpretation of data: editing, coding and analysis of collected data- an Introduction-Univariate [T-tests Z-Tests] / Bivariate [Correlation-Regression-Chi Square, ANOVA]/ Multivariate Data analysis [Factor Analysis- Cluster Analysis-Multiple Regression-Discriminate Analysis, -Conjoint Analysis]

UNIT-V

Presenting results, – written and oral reports – technical report, survey based report research report Criteria-Application of research in functional areas of business- Guidelines for reviewing draft, Report format – Typing instructions, oral presentation

Text Books:

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004
2. Donald R, Cooper and Pamela S. Schindler, Business Research Methods, 6th edition, Irwin/ McGraw Hill, 1998, New Delhi.

Reference Books:

1. Harper W. Boyd Jr., Ralph Westfall & Stanley F. Stasch, Marketing Research, Text and Cases, 7th edition (AITBS, 1998), New Delhi.
2. Paul E.Green, Donald S. Tull, Gerald Albaum,, Research for Marketing Decisions, 5th edition, PHI, 1998, New Delhi.
3. Kothari C.R., Research Methodology, Methods & Techniques, New Delhi.
4. Aaker, David A Marketing research / David A Aaker, V Kumar and George S Day - 6th ed - New York: Wiley, 1998.
5. Malhotra, Naresh K Marketing research: an applied orientation - Englewood Cliffs: Prentice Hall
6. Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi
7. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
8. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]

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

WEB RESOURCES:

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

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 2011.** Management Information Systems, Tata McGraw Hill Education Private Limited, New Delhi.
2. **Kenneth C. Laudon and Jane P. Laudon, 2018.** Management Information Systems, Pearson Education, Noida

REFERENCES:

1. **Ken J. Sousa, Effy Oz,2015.** Management Information Systems, **Cengage** Learning India Pvt. Ltd, Delhi.
2. **McLeod, 2014.** Management Information Systems, Pearson Education, Noida.
3. **John McManus and Trevor Wood-Harper,2010.** Information Systems 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 an original case for a MIS project in a government organisation.
2. Develop an original case for a MIS project in a financial organization
3. Develop an original case for a MIS project in a Hospital.
4. Develop an original case for a MIS project in an educational institution.
5. Develop an original case for a MIS project in a company manufacturing any product
6. Develop an original case for a MIS project in a Hotel
7. Develop an original case for a MIS project in retail industry
8. Develop an original case for a MIS project in Telecommunication Industry

SELLING & NEGOTIATION SKILLS WORKSHOP

Credits: 2

Hours per week: 2

OBJECTIVES:

- To understand the sales process in an organization
- To help the learner prepare a sales pitch
- To understand the phases in negotiation and options in conflict resolution
- To facilitate experiential learning through use of role plays by simulating real-world selling and negotiation scenarios

UNIT-I PERSONAL SELLING PROCESS

Role of selling in an organization – Typology of sales and selling scenarios

Attributes of a good salesperson – knowledge, skills and attitude – overall personality

The psychology of persuasion

UNIT-II PREPARING THE SALES PITCH

Steps in personal Selling: The opening – Need and problem identification – The presentation and demonstration – Objection handling – Closing the sale – Follow up – After-sale service

UNIT-III NEGOTIATION

Phases of Negotiation: Pre-negotiation – opening – information sharing – problem solving – agreement

Breakdown in negotiation – barriers that create impasse – overcoming barriers – conflict-resolution skills

Reference books:

1. **David Hoffeld**, The Science of Selling: Proven strategies to make your pitch, influence decisions (Penguin Random House), 2016
2. **Deepak Malhotra and Max Bazerman**, Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond, (Harvard Business School Publishing), 2008

BUSINESS ANALYTICS LAB -2

OBJECTIVES

- To enable the students to know about the information needs of Management
- To introduce the concepts of Advanced Statistical data analysis
- To have hands-on training of Statistical Data Analysis through SPSS / R/ MS-EXCEL

METHODOLOGY

The methodology is predominantly by Problem Solving [using SPSS / R / MS-EXCEL], supplemented by lecture mode and case discussion. The students have to undertake a project work in a topic of their interest and product, whereby apply the concepts studied in the course as their course evaluation submission.

Number Credits :**2 Credit**

Number of Contact hours :**30 Hours [30 Sessions]**

Maximum Marks :**50**

Evaluation: **Continuous Internal Assessment only**

Mid Term-1 (30%)

Mid Term-2(30%)

Assignment-1 (20%)

Assignment-2 (20%)

Unit-I

Installation of software [SPSS & R] – Working with various MS-Excel Plugins -Data Entry - Data Cleaning - Data Manipulation-Working with Charts – Descriptive Statistics-Report Generation

Working with various GUI / Non-GUI Plugins in R/ R-Studio

Unit-II

Using SPSS / R: Parametric Tests: Introduction to Univariate Analysis – one sample mean tests/one sample proportion tests/ t-tests.

Bivariate Analysis – two sample mean tests / two sample proportion tests / t-tests/ correlation / regression / chi-square / ANOVA

Introduction to non-parametric tests – univariate & bivariate analysis

Unit-III

Introduction to Multivariate Data analysis: Factor Analysis- Cluster Analysis-Multiple Regression-MANOVA -Discriminate Analysis -Conjoint Analysis –Multidimensional Scaling – Logistic Regression – Decision Trees

Text Books:

1. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004
2. Harper W. Boyd Jr., Ralph Westfall & Stanley F. Stasch, Marketing Research, Text and Cases, 7th edition (AITBS, 1998), New Delhi.

Reference Books:

1. Paul E.Green, Donald S. Tull, Gerald Albaum,, Research for Marketing Decisions, 5th edition, PHI, 1998, New Delhi.
2. Kothari C.R., Research Methodology, Methods & Techniques, New Delhi.
3. Aaker, David A Marketing research / David A Aaker, V Kumar and George S Day - 6th ed - New York: Wiley, 1998.
4. Malhotra, Naresh K Marketing research: an applied orientation - Englewood Cliffs: Prentice Hall
5. Panneerselvam, R. (2012). Design and Analysis of Experiments, PHI, New Delhi
6. Wayne, Winston (2014). Microsoft Excel 2013: Data Analysis and Business Modelling, Micro soft Press, Washington
7. Christian Albright and Wayne L. Winston (2011). Business Analytics: Data Analysis and Decision Making, Cengage Learning, New Delhi [5th Edition]

MAGAZINES & OTHER REFERENCES

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- www.ficci.com (Official web site of Federation of Indian chambers, Commerce and Industry)
- www.ibef.org(Official web site of India Brand Equity foundation, a subsidy of CII)
- www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)

WEB RESOURCES:

- www.stattutorials.com (Statistics tutorials including worked examples using software's like SPSS)
- www.analyzemath.com/statistics.html (Statistics tutorials)
- www.burns-stat.com/pages/tutorials.html (Statistics tutorials)
- www.spss.com
- www.search.ebscohost.com

SEMESTER III

SEMESTER III

LIST OF CORE PAPERS

Title of the Paper	Code
STRATEGIC MANAGEMENT	MBAH031
PROJECT MANAGEMENT	MBAH032
QUALITY MANAGEMENT	MBAH033
MANAGEMENT CONTROL SYSTEMS	MBAH034
SUMMER PROJECT	MBAH035

STRATEGIC MANAGEMENT

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 everyday 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.

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 and network analysis

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, Benefit Cost Ratio, Internal Rate of Return, Payback Period, ARR – Theoretical Framework for Project Evaluation under Risk and Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis and Decision Tree Analysis — – Social Cost Benefit Analysis: Commercial or National Profitability, Social Desirability.

UNIT-IV:

Developing a project plan: Developing the project network – constructing a project network (Problems) – PERT – CPM – crashing of project network – resource levelling and resource allocation – how to avoid cost and time overruns – Steps in Project Appraisal Process –Methodology for project evaluation - 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. Project Management: The Managerial Process by Erik Larson and Clifford Gray (2017); McGraw Hill Education
2. Gopalakrishnan P and Ramamoorthy, V.E., Project Management, Macmillan
3. Projects: Planning, Analysis, Selection, Financing, Implementation, and Reviewby Prasanna Chandra (2017); McGraw Hill Education; Eighth edition

REFERENCES:

1. UNIDO SERIES on Project Management.
2. B.B. Goel, Project Management – Principles and Techniques, Deep and Deep
3. Project Planning and Control with PERT and CPM B C Punmia by K K Khandelwal (2016); Laxmi Publications Private Limited; Fourth edition

WEB RESOURCES

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

QUALITY MANAGEMENT

OBJECTIVES:

- To recognize the importance of Quality Management
- To have comprehensive knowledge of quality management
- To study the tools and techniques which are needed for enhancing quality.

UNIT-I

Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

UNIT II

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT III

Process and Statistical Quality Control- quality system, control chart for variables (X and R) and (X and S charts), control charts for attributes (p, c and u charts), Quality function deployment, Six Sigma - elements of six sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Introduction to Shainin techniques, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card

UNIT IV

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM , reliability, Failure modes and effects analysis (FMEA), Analysis of Variance (ANOVA) - complete factorial experiment with three factors, Orthogonal arrays - design of orthogonal arrays, ANOVA for orthogonal array with two-level factors, ISO 9000 series and ISO 9000:2000.

UNIT V

Malcolm Baldrige National Quality Award - Baldrige criteria, criteria of Baldrige award for performance excellence, steps of effective Baldrige assessment, Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality - role of quality professionals for quality organization, relevance of organizational culture to quality management, cultural change, employees role in cultural change, Sustaining quality organization - steps to Sustain Quality Organization, Quality Organization Sustenance Tools

Text Books:

1. Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary BesterfiledSacre, Total Quality Management, Pearson Education, Inc., USA, 2003.

REFERENCES

3. Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
4. Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.
5. Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
6. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

MANAGEMENT CONTROL SYSTEMS

OBJECTIVES:

The main aim of the course is to appraise the students about the newer paradigms of management control systems as well as its role in efficient management of public and private sector organisations in various functional areas.

METHODOLOGY:

Assignment, test after completion of each unit

Class room lectures for all units

To solve problem self-made with all features will be used Importance should be given for solving problems in each unit. Emphasises will be given for more problems/ case study.

Syllabus:

Unit 1: The Newer Paradigms of Management control systems

Definition, Meaning, nature, and purpose of Management Control Systems, four paradigms of control, four levels of control, Twelve commandments of control design, management, administration, organisation, organisational structure, management control structure, Management control process, strategic planning, organisational goals, organisational climate, Six sources of tensions in control systems, Span of control, determination of span of control, MBO, MBE, SBU, 3600 Technique, SWOT analysis, Delegations and decentralisations, new peoples management (NPM), social responsibility, conflict management, mutual supportive management systems.

Unit 2: Traditional instruments of control in organisations

Definition of audit, Types of audit, External audit, Internal audit, Internal controls, Operational audit, Social audit, Statutory audit, Cost audit, Special audit, Efficiency audit, proprietary audit, compliance audit, energy audit, Govt audit, and Environmental accounting, Green accounting, Management audit, Procedure for introduction of management audit, uses of management audit, marketing audit, distribution audit, Multiple rules of an auditor, Difference between auditing and investigation, Practical Problems

Unit 3: Accountability and Responsibility in organisations

Responsibility Accounting, Concept of responsibility centre, cost centre, profit centre, investment centre, ABC costing, Transfer prices, Budgetary control, flexible budget, zero base budget, performance budgeting, master budget, control ratios, performance report, analysis of variance(standard costing control), Financial statement and control, Network analysis (PERT, CPM), C VP Analysis, Sensitivity analysis(what if analysis), Operation research, Randomise block design, Latin square test for control, and Process costing control, Practical Problems

Unit 4: The Newer dimensions of control

Behavioural aspect of management control, motivations, quality of work life, morale, participatory management, learning curves, HR accounting, knowledge management control, risk management, replacement technique, controls for different situations, measuring performance to match strategy, Balanced score cards, Practical Problems

Unit 5: Management control in specialised organisations (Public utility)

Sectorial applications, controlling of financial sector, banking sector, the balance sheet concept, the concept of schedule of advances for bankers, insurance sector, system of insurance accounts, non-profit organisations, public service organisations, Public utility accounts (Double accounts), accounts, Corporate Sector Accounts, Amalgamation Absorption and External Reconstruction, Holding company, co-operative business, Practical Problems.

Text Books:

1. RC Sekhar: Management control systems, Tata Mc Graw-Hill, Publishing Co. New Delhi
2. Robert N Antony: Management Control Systems, Tata Mc Graw-hill, New Delhi
3. N. Ghosh, Management Control System, Prentice-Hall of India, New Delhi
4. M C Shukla & TS GREWAL: Advance Accounts, S. Chand co., New Delhi
5. R L Guptha: Advance Accounts, Sultan Chand and Sons, New Delhi
6. SK Gupta, Saxena, Maheswari: Management Accounting, Sultan Chand and Sons, New Delhi
7. S.N Maheshwari: Management Accounting and Financial Control Sultan, Chand and Sons, New Delhi
8. S P Jain, K.L. Narag, Advance Cost Accounting, Kalyani Publishers, Ludhiana
9. R.K. Gupta, Operation Research, Krishna Prakashan Media Pvt. Ltd. Delhi
10. Kanti Swarup, Operation Research, Sultan Chand and Sons, New Delhi I I . MN Arora, Cost and Management Audit, Sultan Chand and Sons, New Delhi
11. TP Ghosh, Corporate Governance and Management Audit, ICWAI, Kolkata
12. LM Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi
13. T N Chhabra, Principles and Practice of Management, Dhanpat Rai & Sons, New Delhi
14. S A Sherlekar, Management value —Oriented Holistic Approach, Himalayan Publishing House, Mumbai
15. Tandon, Principles and Practice of Auditing, Sultan Chand and Sons, New Delhi
16. S P Gupta, Statistical Methods, Sultan Chand and Sons, New Delhi
17. N Das Gupta, Environmental Accounting, S. Chand Co., New Delhi

SEMESTER IV

SEMESTER IV

LIST OF CORE PAPERS

Title of the Paper	Code
PUBLIC SYSTEMS MANAGEMENT	MBAH041
ENTREPRENEURSHIP	MBAH042
BUSINESS ETHICS & CORPORATE GOVERNANCE	MBAH043
BUSINESS VALUATION LAB	MBAH044

PUBLIC SYSTEMS MANAGEMENT

Objectives

- *To bring theoretical tools and practical experience to bear on the relationship among Business, Government, and Society.*
- *To understand the significance of various Public Systems and their relevance with respect to the Quality, Transparency and Sustainability.*
- *To enhance the awareness of diverse issues affecting the governance of the nation and world at large.*

Methodology: Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:

- Classroom Lectures, Group Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources, and Various Reports.
 - Case Studies, Seminar Presentations, Written Assignments, Role Plays and Field Visits
-

UNIT-I - INTRODUCTION

- Meaning, Definition, Scope and Significance of Public Systems.
- Public Policy Formation, Implementation and Evaluation.
- Centre – State Relations, Regional Disputes.

UNIT-II – GOVERNANCE

- Civil services, training and development of government employees, bureaucracy, work culture of public sector employees.
- Processes and procedures of government administration, filing system, proactive versus reactive government regulation, cost benefit analysis of regulation, citizen friendly services, Plain language in government administration.
- Transparency and Accountability – Objectivity versus Subjectivity, Process versus Objectivity/Outcome based approach in decision making.
- Open Government, E-Democracy, Computerization and E-Governance,
- Leadership Issues – Significance of Ethics, Integrity and Wisdom

UNIT-III – DEVELOPMENT AND REGULATION

- Inclusive growth and development, agenda and ideological issues of multi-party versus two-party system and nationalism.
- Privatization and Public-Private Partnerships: Different forms of relationship between public, private and voluntary sectors and alternative forms of institutional arrangements for service delivery to citizens.
- Networking with NGOs, private companies, other organizations and individual experts for the synergistic benefits for the citizens
- Productivity – Systemic Efficiency, Futuristic and Visionary Planning.
- Subsidies – Analysis of Career versus carrot approach of Public Welfare Schemes

UNIT-IV - GRIEVANCE REDRESSAL MECHANISM:

- Awareness through multiple media channels,
- Citizen care services - Online and offline □ Online frauds, Social Media □ Role of Media in the society.

UNIT-V – SYSTEMIC ISSUES

- Significance of systemic issues on the society, nation and world
- Corruption - Meaning, Adverse impact of corruption on societal attitude towards life.
- Types of Corruption - Systemic and Sporadic/Individual, Petty and Grand, Moral and Legal, Rumors and Reality.
- Societal Issues - Bribery, Dowry, Embezzlement, Nepotism, Patronage System
- Eradication of - Slums, Poverty, Extremism, Regionalism, Fundamentalism

REFERENCES:

Text Books:

1. Indian Public Administration by Ramesh K. Arora & Rajni Goyal, Wishwa Prakashan Publisher
2. Barun Kumar De, (2006), “Public System Management”, New Age International, New Delhi.
3. Indian Administration by Hoshiar Singh, Kitab Mahal Publishers, Allahabad
4. Public Enterprise Management by Laxmi Narain, S.Chand Publishers, New Delhi, India

References:

1. Intelligent Governance for the 21st Century: A middle way between West and East, Nicolas Berggruen, Nathen Gardels, John Wiley and Sons, 2013.
2. Public-Private Partnerships, Theory and Paractice in International Perspective, Stephen P. Osborne
3. Creating citizen-Consumers: Changing Publics and Changing Public Services, John Clarke, Janet Newman, Nick Smith, Elizabeth Vidler, Louise Westmarland, Sage Publications, 2007, London.
4. Rules and Procedure & Conduct of Business in Lok Sabha, Lok Sabha Secretariat, New Delhi
5. Motions and Resolutions in Parliament, Lok Sabha Secretariat, New Delhi
6. Public Enterprise Management & Privatization by R.K. Narain, S. Chand Publishers
7. Constitution of India by Durga Das Basu
8. New Public Management by Dr. S.S. Gadkari, Himalaya Publishing House
9. Magazines, Journals and Newspapers,
10. T.V. Programmes on varied social issues of National & International importance.

Web Sources:

1. http://en.wikipedia.org/wiki/Civil_service
2. http://en.wikipedia.org/wiki/Civil_service#India
3. http://en.wikipedia.org/wiki/All_India_Services
4. <http://forums.e-democracy.org/>
5. <http://www.forbes.com/pictures/eglg45ehhje/no-1-denmark/>
6. <http://www.undp.org/content/undp/en/home/presscenter/pressreleases/2013/09/10/education-health-care-honest-and-responsive-government-and-jobs-top-prioritiesfor-people-worldwide-un-report.html>
7. <http://ase.tufts.edu/gdae/>
8. http://en.wikipedia.org/wiki/Indian_Civil_Service - For Civil Services, Privatization
9. <http://government.cce.cornell.edu/doc/summary.asp?id=osborne1997>
10. <http://ideas.repec.org/p/iim/iimawp/1053.html>
11. <http://journals.cambridge.org/action/displayJournal?jid=JPS>
12. <http://labourbureau.nic.in/TU%20k2%20contents.htm> – for trade unions in detail
13. <http://planningcommission.nic.in/>
14. <http://planningcommission.nic.in/plans/planrel/fiveyr/welcome.html> - details about five year plans
15. <http://planningcommission.nic.in/plans/planrel/plndx.pdf> - Planning Commission
16. <http://www.transparency.org>
17. <http://www.aceee.org/pubs/u002.htm>
18. <http://www.eaue.de/winuwd/186.htm>
19. <http://www.fhwa.dot.gov/ppp/defined.htm>
20. <http://www.goidirectory.nic.in>

21. <http://www.goidirectory.nic.in/exe.htm#min>
22. <http://www.ilo.org/public/english/dialogue/sector/techmeet/tmpu99/tmpure1.htm>
23. <http://www.mpg.de/english/researchFields/index.html>
24. <http://www.oecd.org>
25. <http://www.partnershipsforchange.com/index.html>
26. <http://www.pedap.org/peRef/privatization.asp> - For Privatization
27. <http://www.pppinindia.com/>
28. <http://www.sdgateway.net/introsd/definitions.htm>
29. <http://www.worldbank.org/>
30. <https://www.cia.gov/cia/publications/factbook/geos/in.html> - general statistics of India

Illustrative Exercises:

1. Term Paper on any topic from the syllabus to be studied in depth and submit at 15 days before the end of a semester.
2. Small team project to understand the practical working of government in offering citizen-friendly services and submit a report as well as make presentation.

ENTREPRENEURSHIP

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

Entrepreneur and entrepreneurship: Characteristics, Functions, Types, Ethics and Social Responsibilities of an Entrepreneur. Entrepreneurship: Importance, Growth and Role of Entrepreneurship in Economic Development– EDPs in India and Social Entrepreneurship.

UNIT- II

Small Scale Enterprise: Definition, Characteristics, Role of Small Enterprise in Economic Development, Problems of SSE, Steps involved to start SSE, Package for promotion of Small Scale Enterprise.

UNIT – III

Institutional support to small enterprise: Need, Institutional support by State and Central Government, Creativity and Innovation in Business, Creative problem solving methods, International Entrepreneurship opportunities, SWOT Analysis.

UNIT – IV

Project management: Objectives, Financial Marketing and HR Planning, Project Report Preparation. Project Appraisal: Introduction, Technical Analysis, Economic Analysis, Financial Analysis, Market Analysis and Social Cost Benefit Analysis – Environmental Clearance of Small Scale Enterprise.

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. S.S. Khanka: **Entrepreneurial Development** (S. Chand).

REFERENCES:

1. Poornima M. Charantimath: **Entrepreneurship Development in Small Business Enterprises** (Pearson Education)
2. Hisrich Peters shepherd: **Entrepreneurship** (Tata McGraw Hill)
3. Prasanna Chandra: **Projects Planning Analysis, Reductions implementation & Review** (Tata McGraw Hill)
4. Sahey and Nirjar: **Entrepreneurship** (Excel)
5. Arya Kumar: **Creating and Leading an Entrepreneurial Organisation** (Pearson 2012)
6. Vasant Desai: **The Dynamics of Entrepreneurial Development and Management** (Himalaya Publishing House)
7. K. Nagarajan: **Project Mangement** (New Age International Publishers)

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...](http://wikieducator.org/Lesson_11:_Entreprene...)
5. www.suite101.com/content/entrepreneur...

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

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:

- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Field works and Term projects

UNIT-I: BUSINESS ETHICS: Meaning – Definition –Scope – Ground Rules – Classification- Myths –Ethics Vs Morality-Functional Areas in Business Management: Some Ethical Issues – Business Ethics: Cross-Country Perspectives.

UNIT-II: ETHICS MANAGEMENT: Ethical Dilemma – Ethical Decision Making – Ethical Reasoning – Ethical issues – Ethics Management Programmes – Benefits of Managing Ethics in Work Place – Organisation Ethics Development System (OEDS) – Code of ethics – Guidelines for developing Comprehensive Ethics programme –Value based leadership.

UNIT-III: ETHICAL VALUES: Values - Characteristics- Types- Importance - Work Ethics – Work Culture – Ethical Theories – Ethical Values- Professional Ethics- Environmental Ethics – Challenges of Cyber Age-Intellectual Property rights.

UNIT-IV: CORPORATE GOVERNANCE: Meaning –Mechanism-Principles - Code of Corporate Governance – Audit Committee – Role of Independent Directors – Protection of Stakeholders – Corporate Social Responsibility – Changing Roles of Corporate Boards with changing times – Issues in Corporate Governance-Emerging Trends.

UNIT-V: INDIAN ETHOS IN MANAGEMENT: Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management- Gandhian Ethics-Spirituality-Humanism-Morals Standards in Indian Ethics.

TEXT BOOKS:

1. Bhatia, S.K., Business Ethics and Corporate Governance, Deep & Deep Publication.
2. B.N Ghosh, Business Ethics and Corporate Governance, Mc Graw Hill.

REFERENCES:

1. Daniel Albuquerque, Business Ethics, Oxford Univ. Press
2. Laura P. Hartman, Perspectives in Business Ethics, Tata Mc Graw Hill.
3. Chakraborty, S.K., Management by Values, Oxford Univ. Press

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.

BUSINESS VALUATION

Course Objectives:

- To understand the macro economic factors that affect valuation.
- To understand the various techniques of valuation.
- To enhance the skill level in financial analytics for business valuation.
- To enable to do financial projections and write valuation reporting.

Methodology:

Teaching and Learning involves multiple and varied pedagogical tools with an emphasis on interactivity, which include the following:

- Classroom Lectures, Group Presentation and Discussion on selective Articles taken from Newspapers, Magazines, Journals, Online Sources (videos), Various Research Reports and Papers and Interactive sessions.
- Excel based calculation, Case Studies, Quiz, Viva, Report writing, Seminar Presentations and Written Assignments.

Unit I. Introduction and Approaches to Valuation

Introduction to valuation – Principles of valuation - Intrinsic value foundation - Fundamental analysis- Economy, Industry, Company analysis, Financial Statement Analysis - Calculation of Financial Ratios - Discounted cash flows, Free Cash Flow to Equity and Free Cash Flow to Firm - Calculation of unlevered beta - Understanding role of Working capital in valuation - Concepts of valuation techniques relative valuation, Residual Income and Replacement Value - Intrinsic value vs market price - undervaluation and overvaluation, Dark side of valuation, emotions and mispricing in market, market anomalies.

Unit II. Industry Analysis and Building Financial Models for Business Valuation

Understanding the Industry for the purpose of valuation- Reading the industry specific parameters – Analysis of ratios of various sectors - Macro economic factors affecting the industry- Market structure- Use of Porters five force model to understand industry for the purpose of valuation- Industry concentration using Herfindahl-Hirschman Index Understanding the value drivers of the industry- Understanding the key trends in the Industry - Firm valuation models - Free cash flow to firm models (FCFF Model), Excess return model, Equity valuation models- Relative valuation models (P/E Model- earnings multiples, P/B Model- book value multiples, Revenue multiples), Ohlson model, Capital asset pricing model - Reading the Company Annual Report to get key inputs for valuation- Understanding the strategies and the competitors - Understanding the business model- Revenue and cost drivers - Building the financial model from the scratch- Forecasting financial statements using Excel - Estimation of capital expenditure and working capital requirement - Projection of Free Cash Flows, Calculation of Weighted Average Cost of Capital– Selecting a terminal growth rate - Arriving at the equity value of the company using FCFE and FCFF.

Unit III. Application of Financial Valuation Methods and Report Writing

Review of valuation models using spreadsheet - Sensitivity analysis of the valuation model – Arriving at the range of equity value of the company – Calculating the market multiple
Unit - Other Methods of Valuation: Relative Valuation- Residual Income and Replacement Value methods of Valuation and its application in the real life - Report Writing: Investment Note writing- principles of logic and structure of the report - Use of Infographic and use of linking words in report writing - Special Cases in Valuation: Valuation of young companies, financial service firms, privately held companies, distressed companies - value enhancement strategies of firms.

References:

Text Books:

1. AswathDamodaran (2007) Damodaran on Valuation: Security Analysis for Investment and Corporate Finance.
2. Graham, B. and D.L. Dodd. (2009). Security Analysis: Principles and Technique. New York: McGraw Hill Companies, Inc.
3. Tim koller, Marc goedhart, David wessels (2010). Measuring and managing the value of companies.
4. Palepu, G., & Healy, M. P. (2015). Business Analysis and Valuation Using Financial Statements (5th ed.). New Delhi: Cengage Learning

ELECTIVES (SEMESTER III AND SEMESTER IV)

LIST OF ELECTIVES (SEMESTER III AND SEMESTER IV)

FINANCE

Title of the Paper	Code
ADVANCED DATA ANALYSIS	MBAS101
APPLIED ECONOMETRICS	MBAS102
BANK FINANCIAL MANAGEMENT	MBAS103
BANKING & INDIAN FINANCIAL SYSTEM	MBAS104
BLOCKCHAIN FOR BUSINESS	MBAS105
BUSINESS ACCOUNTING & ADVANCED FINANCIAL MANAGEMENT	MBAS106
CORPORATE COMPLIANCE MANAGEMENT	MBAS107
CORPORATE FINANCE	MBAS108
CORPORATE TAX MANAGEMENT	MBAS109
DIRECT TAXES LAW AND PRACTICE	MBAS110
ENVIRONMENTAL ACCOUNTING & COSTING	MBAS111
EXPORT MANAGEMENT	MBAS112
FINANCIAL ENGINEERING	MBAS113
FINANCIAL MARKETS & SERVICES	MBAS114
FINANCIAL SERVICES MANAGEMENT	MBAS115
GLOBAL FINANCIAL MARKETS	MBAS116
INDIAN ECONOMIC POLICY ENVIRONMENT	MBAS117
INDIAN FINANCIAL FRAME WORK	MBAS118
INFRASTRUCTURE FINANCE	MBAS119
INTERNATIONAL FINANCE	MBAS120
MERGERS & ACQUISITIONS	MBAS121
MICRO FINANCE	MBAS122
RISK MANAGEMENT AND INSURANCE	MBAS123
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	MBAS124
STRATEGIC COST MANAGEMENT	MBAS125
STRATEGIES FOR FINANCIAL SERVICES	MBAS126

HUMAN RESOURCE MANAGEMENT

Title of the Paper	Code
ADVANCED ORGANIZATION BEHAVIOUR	MBAS201
COMPENSATION MANAGEMENT	MBAS202
CROSS CULTURE MANAGEMENT	MBAS203
GLOBAL HR PRACTICES	MBAS204
HR ANALYTICS	MBAS205
HRIS (HR INFORMATION SYSTEM)	MBAS206
HRM IN KNOWLEDGE BASED ORGANIZATION	MBAS207
INDUSTRIAL RELATIONS & LABOUR LEGISLATION	MBAS208
KNOWLEDGE MANAGEMENT	MBAS209
MANAGEMENT OF CHANGE AND DEVELOPMENT	MBAS210
QUALITY PERFORMANCE MANAGEMENT	MBAS211
STRATEGIC HUMAN RESOURCE DEVELOPMENT	MBAS212
STRESS MANAGEMENT	MBAS213
TECHNOLOGY FOR PERSONAL PRODUCTIVITY MANAGEMENT	MBAS214
TRAINING AND DEVELOPMENT	MBAS215

MARKETING

Title of the Paper	Code
BRAND MANAGEMENT	MBAS301
CONSUMER BEHAVIOUR	MBAS302
CUSTOMER RELATIONSHIP MANAGEMENT	MBAS303
INDUSTRIAL MARKETING	MBAS304
INTEGRATED MARKETING COMMUNICATION	MBAS305
INTERNATIONAL MARKETING	MBAS306
INTERNET MARKETING	MBAS307
MARKETING ANALYTICS - I	MBAS308
MARKETING ANALYTICS - II	MBAS309
MARKETING FOR NON-PROFIT ORGANISATIONS	MBAS310
MARKETING OF FINANCIAL SERVICES	MBAS311
MARKETING OF HIGH TECH PRODUCTS & INNOVATIONS	MBAS312
MARKETING RESEARCH	MBAS313
PRODUCT DEVELOPMENT AND MANAGEMENT	MBAS314
RETAIL MANAGEMENT	MBAS315
SALES & DISTRIBUTION MANAGEMENT	MBAS316

Title of the Paper	Code
SERVICES MARKETING	MBAS317
SOCIAL MARKETING	MBAS318
SOCIAL MEDIA MARKETING	MBAS319
STRATEGIC MARKETING	MBAS320

OPERATIONS

Title of the Paper	Code
ADVANCED MATERIALS MANAGEMENT	MBAS401
ADVANCED OPERATION RESEARCH	MBAS402
ADVANCED PRODUCTION MANAGEMENT	MBAS403
COMPUTER INTEGRATED MANUFACTURING SYSTEMS	MBAS404
COMPUTER SIMULATION	MBAS405
FUNDAMENTALS OF SIX SIGMA	MBAS406
INNOVATION AND PRODUCT DEVELOPMENT	MBAS407
SERVICE OPERATIONS MANAGEMENT	MBAS408
SUPPLY CHAIN ANALYTICS	MBAS409
SUPPLY CHAIN MANAGEMENT	MBAS410
TOTAL QUALITY MANAGEMENT	MBAS411

SYSTEMS

Title of the Paper	Code
BUSINESS INTELLIGENCE	MBAS501
DATABASE MANAGEMENT SYSTEMS	MBAS502
DECISION SUPPORT SYSTEMS	MBAS503
E-COMMERCE	MBAS504
OBJECT-ORIENTED PROGRAMMING WITH C++	MBAS505
SOFTWARE ENGINEERING MANAGEMENT	MBAS506
SOFTWARE PROJECT MANAGEMENT	MBAS507
SYSTEMS ANALYSIS AND DESIGN	MBAS508
VISUAL BASIC FOR BUSINESS APPLICATIONS	MBAS509

FINANCE ELECTIVES

ADVANCED DATA ANALYSIS

Objective

The objective of this paper is to give exposure to students on various quantitative techniques used for fact based decision making. The next objective is to give exposure on how business problems can be solved using quantitative techniques.

Methodology

- Giving importance to application of software to solve business problem.
- The students should use SPSS or SAS, Eviews and DEA software
- Preparation of record note book is a must
- The question will be on interpretation of output
- The students should collect data from CMIE database

UNIT 1

Collection and editing of live data- Hypothesis based analytics- Chi-Square, t-test, paired t-test, Non-parametric chi-square - Correspondence analysis – Analysis of variance, Factorial ANOVA, Repeated measures ANOVA-correlation – partial correlation

UNIT 2

Predictive Analytics – Simple linear regression – Multiple linear regressions - Logistic and step wise regression, non-linear regression.

UNIT 3

Multivariate Analytics – MANOVA -Factor Analysis – Cluster Analysis – Discriminant Analysis, Multidimensional Scaling, Structural Equation modeling

UNIT 4

Efficiency analysis – Data Envelope Analysis (DEA) – Corrected OLS – MOLS, DFA

UNIT 5

Econometric models – ARIMA – ARCH- GARCH – Box Jenkins method of forecasting

TEXT BOOK

1. Joseph Hair, Rolph Anderson, Barry Babin, 'Multivariate Data Analysis' Prentice Hall, 7th ed. 2009.
2. Damodar, N. Gujarathi, 'Basic Econometric', Tata McGraw Hill, 4 ed. 2004.
3. Pavkov, 'Ready, Set, Go! A Students Guide to SPSS', Tata McGraw Hill, 2010.
4. Srivastava, 'Statistics for management', Tata McGraw Hill, 2010.
5. Wichern, 'Applied Multivariate Statistical Analysis', PHI learning, 5 ed. 2010.
6. Asthana and Braj Bhushan, 'Statistics for Social Sciences (with SPSS Applications)', PHI learning, 2010.

REFERENCE

1. Naresh K Malhotra, 'Marketing Research', Pearson Prentice Hall, 4 ed. 2006.
2. Sarma, 'Statistics Made Simple-Do it yourself on PC, PHI learning, 2 ed. 2010.
3. [Jeffery E. Aspelmeier](#), [Thomas W. Pierce](#), 'SPSS: A User-Friendly Approach for Versions 17 and 18, W H Freeman & Co, 2010.
4. [Andy P. Field](#), 'Discovering statistics using SPSS for Windows: advanced techniques for the beginner', SAGE, 2000.
5. [George Arthur Morgan](#), [Orlando V. Griego](#), 'Easy use and interpretation of SPSS for Windows: answering research questions with statistics, Routledge, 1998.

Web resources

www.uq.edu.au

www.ats.ucla.edu

www.sas.com

www.spsstools.net

APPLIED ECONOMETRICS

Course Description:

The purpose of this course is to expose students to the econometric techniques frequently used in economics, finance and business research. This course is intended to be an introduction to specification, estimation, and prediction with econometric models. The course provides a large number of applications of econometric models to finance and business research and an introduction to standard software for econometric analysis, such as E-Views and STATA. The objective of the course is to train students in applied econometrics, including single and multiple regression estimation and related hypothesis testing. Emphasis will be placed on practical use of such methods in a variety of economic and finance examples. The course therefore has two components: econometric theory and “Hands-on” experience.

Learning Outcomes:

After successful completion of the course students are able to.

1. Critically assess empirical research, and to thoughtfully produce their own empirical research.
2. Formulate economic and business interactions in analytical terms and analyse them using tools provided by the theory.
3. Make informed decisions about the model building process and the relevance of theoretical models in conducting applied work.
4. Model and interpret data with the problems of omitted variables, endogenous regressors, problems that are prevalent in most economic data.
5. Apply a range of econometric models and tools that are useful when dealing with different types of data sets
6. Use regression models to forecast future values.
7. Use software such as EViews and STATA for effective econometric modelling.

Course Contents

UNIT-1: Introduction to Econometrics, Structure of Data (Cross sectional, Time series and Panel data), Sampling, Random Variables and Probability Distributions, The Meaning Of Linearity, Normal Distribution, Key Concepts in Statistical Inference. Time Series Analysis: Introduction, Unit Root Test, Simple (Two-variable) Linear Regression Model, Multiple Regression Models, Auto Regressive Integrated Moving Average (ARIMA), Auto Regressive Conditional Heteroskedasticity (ARCH) and Residual Checking.

UNIT-2: Introduction to Error Correction Modelling (ECM), Co-integration, Vector Auto Regression (VAR), Vector Error Correction Modelling (VECM), and Structural Vector Auto Regression (SVAR).

UNIT-3: Generalised Auto Regressive Conditional Heteroskedasticity (GARCH), TGARCH, GARCH-M, EGARCH, GJR-GARCH (Asymmetric GARCH Models) Seasonal ARIMA, Generalized Methods of Moments (GMM) and Regime Switching

UNIT-4: Panel Data Structure and Panel Data Model, Panel Data Models Estimation: Pooled OLS, Fixed Effect Model (FEM), Random Effect Model (REM), Panel with dummies, Panel Unit Root Tests, Panel Co-Integration Tests, Panel Causality Testing, Dynamic Panel Data Model and Auto Regressive Distribution Lag (ARDL)

UNIT-5: Data Envelop Analysis (DEA), Stochastic Frontiers Analysis (SFA), Corrected Ordinary Least Square (Corrected OLS), Simultaneous Equation Modelling (SEM) and Limited Dependent Variable Models.

References:

1. Wooldridge, Jeffrey. 2009 Introductory Econometrics: A Modern Approach, 4th or 5th Edition
2. Chris Brooks (2002). Introductory econometrics for finance, Cambridge University Press. (CB)
3. Baltagi (2013), “Econometric Analysis of Panel Data “, Fifth Edition.
4. Gujarati, Damodar N., (2003) Basic Econometrics. 4th Edition. McGraw Hill, New York.
5. W.H. Greene. Econometric Analysis. 5th ed. Prentice Hall. 2002.
6. Kennedy, P., (2003) A Guide to Econometrics, 5th Edition, Blackwell Publishing, 1998
7. Stock, James H., & Mark W. Watson, 2015, Introduction to Econometrics, Third edition updated, Pearson Addison-Wesley.
8. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton. (JH)

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, Back testing – 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- NABARDNHB- 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.

BLOCKCHAIN FOR BUSINESS

With blockchain fast emerging as a safe and secure technology, organisations across various sectors are exploring the option of using this in their operations. However, there is severe shortage of blockchain professionals. It is regarded as one of the safest and most secure technology and as a result, organisations not just fintech companies but also those from other domains are experimenting with it, necessitating the need for blockchain experts, this trend is here to stay and more jobs will be created in the blockchain domain

Course Objectives:

After this course,

- students will develop a global vision of Blockchain's disruptive potential, and learn about the future challenges that this technology is likely to face, both technical and regulatory.
- students will learn why blockchain is disrupting all sectors and actors across the value chain, and will be given the tools to understand the long-term transformation that every sectors are likely to undergo through blockchain's implementation.
- This practical program goes beyond the conceptual aspect of Blockchain. It provides theoretical as well as practical aspects of blockchain. It will enable students in understanding the opportunities and challenges in adoption of blockchain technology in different areas of business.

Methodology:

- The methodology includes, explaining cores concepts, read, research and discuss the issues through written papers, presentations, Lectures, term papers, case discussions and role plays in class seminars.

Unit 1

What is Blockchain- Definition- Types of blockchain – Blockchain and Traditional data storage systems - Consensus mechanisms - Blockchain applications – Merits of Blockchain Technology to Business – How Blockchain Work - What is a block - Peer to Peer network- Distributed consensus - Public and Private Blockchains - Immutability, Security, Privacy, Anti-fragility - Security and Safeguards - Challenges in adoption – Scalability problems - Types of Blockchain and Enterprise

Unit 2

History of Centralized Services – trusted third party- Smart Contracts- Why is this revolutionary- Comparison to legal - Cryptography- Hashing- Data Integrity- Public vs Private Key - Decentralized Applications - Potential Application In Different Fields - Barriers and potentials for blockchain - Regulation and legal frameworks - Distributed ledger technology - Ethereum Platform - Scalability and distributed ledgers - Consensus Protocols and Byzantine Fault Tolerance (BFT) – cryptocurrencies- Regulation of blockchain - Regulation and Anonymity.

Unit 3

Blockchain applications- Industry Applications of Blockchain - Applications in Fintech Regtech and insurtech- Application for banking- Application HRM, Operations, Marketing, SCM- Blockchain for sustainable business- How people are using blockchain - Numerai, DAO, etc.- Lightning networks and plasma – Sidechains.

Unit 4

Digital Rights - Paradigm shift/future/big picture - ownership and accessibility, education - Industry – healthcare – identity - finance - Elections and Voting - Auto execution of contracts- Blockchain applied to mobility etc.

Unit 5

Development of Blockchain – Pros and cons of different implementations- Use Case - Business Case - Business Model.

References:**References-Books:**

1. Blockchain Revolution: How the Technology Behind Bitcoin and Cryptocurrency Is Changing the World by Don Tapscott
2. Blockchain: Blueprint for a New Economy by Melanie Swan
3. The Book of Satoshi: The Collected Writings of Bitcoin Creator Satoshi Nakamoto by Phil Champagne

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 COMPLIANCE MANAGEMENT

UNIT I: Corporate compliance

Concept and significance – systems approach to compliance management – process of establishment of compliance management system – Compliance in letter and spirit.

UNIT II: Due Diligence

Nature, Objectives, Significance and Scope of due diligence – Steps in the process of due diligence - Initial Public Offer (IPO) – Follow-on Public Offer – Right Issue – Employees Stock Option Plans (ESOPs) – Preferential Allotment – Takeovers and acquisitions – Setting up of business units in India and abroad – Setting up joint ventures – Compliance of listing agreement.

UNIT III: Legal Framework

Competition Act, 2002; Secretaries Contracts (Regulation) Act, 1956; Depositories Act, 1996, Foreign Exchange Management Act, 1999; Water (Prevention and Control of Pollution) Act, 1981; Environment Protection Act, 1986; Consumer Protection Act, 1986,

UNIT IV: Search/ Status Reports

Importance, Scope and Verification of documents relating to charges – Requirements of financial institutions and corporate lenders – Preparation of reports

UNIT V Securities Management and Compliances

Meaning, Need and Scope of self-regulation – Mechanism for self-regulation – Advantages to company – Regulator and investors.

TEXT BOOKS

Bhargava, Mamta: Compliances and procedures under SEBI law, Shreeji Publishers., New Delhi, 2004.

Khilani, D.T: Foreign Exchange Management Manual, Snow White, Bombay, 2004.

REFERENCES

1. Company Law Procedures Author MC Bhandari ISBN:9788180384967

Year: 2009 Edition:21

2. Company Law And Compensation Laws (2011) Author ND Kapoor 3rd Edition

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 Introduction to Corporate Finance & Tools of Corporate Finance Analysis:

What is Corporate Finance-Corporate Securities as Contingent Claims on Total firm value — The Corporate Firm- Goals of Corporate firms-Importance of Corporate Finance — Functions of Corporate Finance — Organisation Structure for Corporate Finance- Scope of Corporate financing — Financial Planning — Financial Forecasting— Forecasting Techniques — Profit Planning — Marginal Costing, Standard Costing-Leverage Analysis-Economic Value Added Analysis.

UNIT-II Corporate Promotion & Entrepreneurship

Promotion-Procedure for Promotion-Company Promotion in India-Function of Entrepreneurs -Venture Capital Funds-Capital rationing — Sensitivity analysis— Public utility accounts— Repairs and replacements — Banking company accounts — Insurance company accounts **(Practical Problem)**.

UNIT —III Corporate Securities & Capital Market

Corporate Securities, Marketing of Securities — Financial markets — Money markets — Capital Markets — Stock exchange — Different kinds of securities — Valuation of Shares-Bond- Double Accounts-Valuation of Goodwill — Tools of risk investment analysis — Inflation. **(Practical Problem)**

UNIT — IV Corporate Accounting & Strategic Decision

Corporate Merger-Amalgamation-Absorption-External Reconstruction— Holding Company — Merchant Banking-Non Banking Finance company- Foreign Capital and Collaboration — Mutual Funds in India. **(Practical Problem)**

UNIT — V Development Financial Institution & Project Appraisal

Development Banks- Projects appraisal — Financial Analysis-Technical Analysis-Social Cost Benefit Analysis-International Corporate Finance

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. Sukia: ADVANCED ACCOUNTANCY
3. Richard A Brealey, Stewart C. Myers, Alan J Marcus, Fundamentals of Corporate Finance, Mc Graw Hill.

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 ReceiptsCapital 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 Assessees.

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 PolicyDepreciation 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. 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.

DIRECT TAXES LAW AND PRACTICE

COURSE OBJECTIVES

- to provide a basic foundation on concepts and principles of direct tax laws;
- to demonstrate the application of tax laws in tax planning.

METHODOLOGY

- Class sessions comprise a mixture of lectures, interactive discussions, case presentations and problem solving.
- In addition to the in-class exams and assignments, each student will undertake a short project comprising of survey on tax related issues.

SYLLABUS

UNIT I: Introduction to Income Tax Act of 1961

Income Tax Act 1961-Concept of Income; Residential status and Tax Liability; Incomes exempted from Tax; Computation of Income under Salaries; Income from House Property.

UNIT II: Gross Income Computation

Computation of Income from Profits and Gains of Business or Profession; Income from Capital Gains; Income from other sources.

UNIT III: Deductions and Relevant Provisions

Clubbing of Income; set off and carry forward of losses; Deductions from Gross Total Income; Relief and rebate in respect of Income Tax.

UNIT IV: Tax Assessment

Assessment of Individuals, HUFs, Firms and Thrust; Tax Administration; Income Tax Authorities; Procedure for Assessment.

UNIT V: Wealth Tax Act 1957

Incidence of Tax; Net Wealth Assets; Deemed Assets; Exempted Assets; Computation of Wealth Tax liability.

TEXTBOOKS

1. Dr. V.K. Singhania, Direct Taxes Law & Practice, Taxman Publications (P) Ltd.
2. Bhagawati Prasad, Direct Taxes Law & Practice WishwaPrakashan, New Delhi.

REFERENCE BOOKS

1. Dinkarpagare, Direct Taxes, Sultan Chand & Sons, New Delhi.
2. B.B. Lal, Direct Taxes, Konark Publishers (P) Ltd, Delhi.

WEB MATERIALS

1. <https://www.scribd.com>
2. https://en.wikipedia.org/wiki/Income_tax_in_Ind
3. <https://www.bankbazaar.c>
4. <https://moneyexcel.co>

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- By-product- 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. Iyenar: 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](http://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

- Lectures shall be delivered on the theory aspects of the paper.
- students shall be made to submit assignments about the various issues related to exports and the institutional support available for promotion of exports.
- 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. Export Import Management by Parul Gupta (2017); McGraw Hill Education; First edition
3. Export Import Management by Ajay Pathak (2016); Educreation Publishing
4. Eugene W Perry, Practical Export Trade Finance; ISBN: 1556230184. Publisher: Irwin Professional Publications; Published date: May 1 1989.
5. John E Ray, Managing Official Exports, Publisher: Peterson Institute

References

1. An introduction to Export & Import: Based on practical knowledge by Mukesh Kalal (2015); Nine Planets Group; 2 edition
2. RBI Annual Report and bulletins published by the RBI.
3. The government of India website.

WEB RESOURCES:

www.indiandata.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

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

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.

GLOBAL FINANCIAL MARKETS

OBJECTIVES

- To have exposure of Foreign Exchange Market
- To make the students aware of the International Exchange systems
- To make the students aware of the Global financial instruments
- To have exposure of resource mobilization in International Capital market

UNIT-I

Foreign Trade and Foreign Exchange – Exchange rate - Management of Foreign Exchange – History of Exchange control in India – FEMA - The Foreign Exchange Market – Transactions in interbank markets – Quotations – Interbank rates and Arbitraging – Determination of Exchange rates - The Purchasing Power Parity (PPP) theory – The Fisher Effect (FE) theory - The International Fisher Effect (IFE) theory – The Interest Rate Parity theory - The Spot Market - The Forward Market – Forecasting exchange rates

UNIT-II

International Exchange systems – Fixed and Floating exchange rates – Exchange rate system prior to IMF – Exchange rate system under IMF – Convertibility of Rupee – Balance of Payments (BOP) – Components – Disequilibrium in BOP

UNIT-III

Currency derivatives: Forward contracts – Futures and Options – Currency Futures – Currency Options – Interest Rate Risk – Concept – Managing Interest rate risk – Exchange risk – Transaction Exposure – Translation Exposure – Economic Exposure – Ready exchange rates – Ready rates based on cross rates - Foreign Exchange rates – Execution of Forward contracts – Interbank dealings – Exchange Management by Banks

UNIT-IV

Foreign Direct Investment (FDI) – Meaning – Strategies – Theories of FDI – Product Cycle theory – Hymer's Theory of Imperfect Markets – Internalization theory – The Eclectic theory – The Theory of Strategic Response – Other theories – Modes of Investment – Joint Ventures – Mergers and Acquisitions – FDI Benefits and Costs.

UNIT-V

Portfolio - Risk reduction through Portfolio construction – Systematic risk -

Unsystematic risk – International Portfolio – Cross border flow of Equity investment – Depository receipts – FII investments – FII investments in India – Risk and Return of International Portfolio investments – Integration of Global Capital Markets. International financial market Instruments-Secondary market operations, short term and medium term instruments Foreign Currency Convertible Bonds (FCCBs) – Procedure for issuance – External Commercial Borrowings (ECB) – Automatic Route – Approval route.

REFERENCE BOOKS

1. Jeevanandam. C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008
2. Kevin. S, Fundamentals of International Financial Management, PHI, New Delhi, 2010
3. Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010
4. Alan C. Shapiro: Multinational Financial Management
5. Dr.Francis Cherunilam: International Economics, Tata McGraw Hall Publishing Co Ltd New Delhi.
6. I an H. Giddy: Global Financial Markets, A.I.T.B.S Publishers and Distributors New Delhi.
7. C. Jeavanandam: Foreign Exchange Practice, Concepts Sultan & Control Chand & Sons, New Delhi.
8. Vyuptakesh Sharan: International Financial Management, published by PHI 6th Edition.

INDIAN ECONOMIC POLICY ENVIRONMENT

OBJECTIVES:

The objective of this course is to expose the students of management to a wide range of contemporary issues and challenges related to the economic policy environment in India that have critical ramifications for business decisions. An understanding of the real world issues is important for effectively operating in the existing business environment, as well as to assess the forthcoming economic conditions. Overall, the course aims to enable the management students to take informed decisions as they enter into a profession of their choice.

METHODOLOGY:

Mainly participative type classroom lectures and discussions using PPT and other available technology aided methods of instructions. The course will also include case study analysis, assignments, tests, subject quiz, seminar, etc.

UNIT-I: Indian Economy: Review and Prospects

Historical overview of the economic policy changes occurred in India since Independence and the impacts of these changes on the Indian economy and business – Reviewing economic performance in India using various indicators during pre-reform *versus* post reform-period – Understanding how economic policies played critical role in shaping economic performance in the Indian economy

UNIT-II: Real Sector Policy Issues

Economic reforms and Indian agriculture: Long-term issues and recent experience – Contract farming as a solution to current growth crisis in Indian agriculture – Paradigm shifts in India's industrial policy – Labour market reforms and Indian manufacturing: Issues and challenges – Service sector growth miracle in India

UNIT-III: Monetary and Financial Sector Policies

The role of monetary policy in an economy – Conduct of monetary policy India: Changing dimensions in the post-reform period – Current challenges and issues related to RBI's monetary policy – Banking sector reforms in India and issues related to financial stability – Reforming India's financial sector: Changing dimensions and emerging issues – Global financial crisis and its fallout

UNIT-IV: Issues related to Fiscal Policy and Budget Management

Fiscal policy for achieving and sustaining higher economic growth in India – Importance of fiscal responsibility – Dynamics of debt accumulation in India – Analysis of the latest Union Budget

UNIT-V: External Sector Issues

Globalisation of the Indian economy and its impact – India's current foreign trade policy – India's foreign investment policy with emphasis on policy framework for FDI – Issues related to management of foreign exchange rate and forex reserves -

TEXT BOOKS:

1. **Uma Kapila** 2013 (Ed). *Indian Economy Since Independence*, Academic Foundation, New Delhi, (latest edition).
2. **Y.V. Reddy**, 2009. *India and the Global Financial Crisis: Managing Money and Finance*, Orient Blackswan, Hyderabad.
3. **C. Rangarajan**, 2009. *India: Monetary Policy, Financial Stability and Other Essays*, Academic Foundation, New Delhi

REFERENCES:

1. **Arvind Subramanian**, 2008. *India's Turn: Understanding the Economic Transformation*, Oxford University Press, New Delhi.
2. Various Issues of *Economic and Political Weekly*, policy documents such as *Economic Survey* published by the Government of India, RBI Annual Report, etc.
3. Various financial newspapers such as Business Line, Business Standard, Financial Express, etc.

WEB RESOURCES:

- www.rbi.org.in
- www.epw.org.in
- <http://ajayshahblog.blogspot.in/>
- <http://www.economist.com/>
- <http://indianeconomy.org/>

INDIAN FINANCIAL FRAMEWORK

LEARNING OBJECTIVES:

- To know about the Indian financial system and its players
- To understand the securities market regulations
- To keep abreast of recent financial services
- 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 economy.
- To have a Bird's view of the Indian Financial System and in the context of Indian Banking and Insurance System.
- To get an insight into the working of the Indian Insurance industry.

METHODOLOGY

- Lectures will be delivered on various concepts related to the financial system of India.
- Cases related to functioning of banks and their legal implications will be discussed.

UNIT I: INDIAN FINANCIAL MARKET STRUCTURE

Capital Markets – Importance and Classification; Recent changes in Indian Capital markets; Steps taken by government for promoting capital market in India.

Money Markets- Meaning, Instruments dealt, Constituents, Importance, Characteristics of a well-developed money market, causes for under development of Indian Money market; Measures of Indian government to tone up the Money market; Difference between Money market and Capital market; Difference between Indegeneous bankers and Money lenders; London and New York Money markets.

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.

UNIT II: SECURITIES MARKET IN INDIA

Primary market – Advantages, classification, Functions, role industrial financing, and Parties involved; Government and statutory agencies, Collection centers; Placement of the issue; Pricing of New issues; Allotment of shares; Investors protection in the primary market; Underwriting – Types and Advantages; Responsibilities of underwriters; Merits of underwriting; Syndicate underwriting; Reasons for poor performance of Primary market in India.

Secondary Market – Growth of Stock exchanges in India; Organisational structure of stock exchanges of India; Functions of stock exchanges; Admission of members in recognized stock exchanges; Governing body and regulatory framework; Present position of stock Markets in India; Need to control stock exchanges in India; Types of orders; Online trading; Margns based on turnover and exposure limits (Initial margin); Listing of securities- Merits and Demerits; qualifications for listing; listing of rights shares; Chandratre committee report 1997; Delisting- Compulsory and voluntary; Types of securities; investment environment; Sources of Investment information.

SEBI- Objectives, Functions, Organisation, Role in primary and secondary markets; SEBI guidelines regarding Mutual funds, FIIs, New Issues, Capital market, capital issues, pricing, insider trading and investor protection.

UNIT III: BANKING SYSTEM IN INDIA

Banks-Definition, Functions and Classification of banks; Economic and monetary implications of modern banking operations in India; Social responsibility of banks; role of banks in economic development; contribution of banks in developing three sectors of the economy; Modern functions of banks; Deposit banking; Investment banking; Mixed banking; retail banking; wholesale banking; universal banking; Rural Financing; Banker and Customer Relationship; Deposit Mobilization; Secured Advances; Endorsement and Crossing of Cheques; Payment of Cheques; Collection of Cheques; Opening of accounts of various types of customers; Priority sector advances; Nationalisation of commercial banks- Arguments in favour; Banks in the post-nationalisation period.

Central banking- Features of central bank; Difference between Central and commercial banks; Need and functions of central bank; Techniques of credit control; Commercial banks; cooperative banks- flow of cooperative funds; urban cooperative banks; LDBs; Development banks; Exchange banks; NABARD- its capital structure and functions; RRBs; Difference between RRBs and Commercial banks; EXIM Bank; SIDBI- Its functions; NBFCs; Reforms in banking sector; Banking Technology- Essentials of bank computerization, payment systems and electronic banking, Data Communication Network and EFT system; role of technology upgradation and its impact on functioning of banks; Security considerations; cyber crime.

UNIT IV: BANKING REGULATORY FRAMEWORK

Banking Regulation Act of 1949- Regulation of business of banks; Control over management of banks; Suspension and winding up of banks; Penalties for violation of provisions of the act.

Securitisation and Reconstruction of Financial Assets And Enforcement of Security Interest Act, 2002- Constitutional validity of the Act; Definitions; Registration of securitization or reconstruction company and cancellation of the registration.

The Banking Ombudsman Scheme 2006- Objects of the scheme, General powers of Banking Ombudsman; Procedure for redressal of grievance. **Recovery of Debt Due to Banks And Financial Institutions (DRT) Act 1993-** Definitions; Jurisdiction, Powers and authority of Tribunal.

The Bankers' Books Evidence Act 1891- Definitions and applicability; Conditions in the printout.

The Law of Limitations 1963- Definitions; Provisions related to period of limitations for various suits; Limitation and its computation.

Licensing of banks; Paid up capital and reserves requirements; pattern of Shareholdings; Subsidiaries of banks; Management of banks; Restrictions on employment; Corporate governance; Regulations regarding Deposit acceptance, Nomination, loans and advances, interest rates, payment system, Internet banking guidelines, Money market instruments, Banking Ombudsman and RBI Directions; Foreign banks; Maintenance of Cash reserves and liquid assets; Submission of returns, Inspection and scrutiny, Acquisition and Amalgamation of banks; Laws relating to creation of charge under Mortgage, Hypothecation and pledge; Letter of Credit- General considerations, Parties to LC, types of LC, Documents under LC, UCPDC 600, Payment under LC.

UNIT V: INSURANCE

Insurance Market in India- Public and Private players; Functions of Insurance companies; Pricing of Insurance; Insurance Regulation (IRDA) Features of Insurance Contracts; property and liability coverage; Classification of Policies; Surrender Values; Valuation and Surplus; Types of Insurance - Life Insurance – Marine Insurance – Fire Insurance – Motor Insurance – Fidelity Insurance – Burglary Insurance- Double Insurance – Re-insurance – Business Insurance Programs – Health Care financing – Health Care insurance – Employee Benefit Plans.

TEXT BOOKS

1. Khan M.Y., FINANCIAL SERVICES Tata MC Graw Hill 2017.
2. Bank Management and Financial Services by Peter S Rose and Sylvia C. Hudgins (2017); McGraw Hill Education, Eighth Edition
3. Management of Banking and Financial Services by Padmalatha Suresh and Justin Paul (2017); Pearson Education, Fourth Edition

REFERENCES

1. B. Santhanam “BANKING AND FINANCIAL SYSTEM” Margham Publications, Chennai Fifth Edition 2008.
2. PunithavathyPandian “SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT” Vikas Publishing House Private Limited, Noida Second Edition 2010
3. Indian institute of Banking and Finance, “Legal AND REGULATORY ASPECTS OF BANKING”, Macmillan Publishers India Limited, Second Edition 2008.
4. Indian Institute of Banking and Finance “PRINCIPLES AND PRACTICES OF BANKING”, Macmillan Publishers India Limited, Second Edition 2008.
5. IRDA publications.
6. Patterson, Edwin, W., ESSENTIALS OF INSURANCE LAW, McGraw Hill.
7. Varshney, P.N., INDIAN FINANCIAL SYSTEM, Sultan chand& Sons 2000.
8. SEBI guidelines, Nabhi publications New Delhi.
9. Gordon and Natarajan, FINANCIAL MARKETS AND SERVICES, Himalaya publishing House 2001.
10. Sontomero and Babbel, FINANCIAL MARKETS, INSTRUMENTS AND INSTITUTIONS , MC Graw Hill 1998.
11. Vasant Desai, THE INDIAN FINANCIAL SYSTEM, Himalaya publishing House.
12. Sundharam and Varshney, BANKING AND FINANCIAL SYSTEM, Sultan Chand & Sons
13. H.R. Machiraju, INDIAN FINANCIAL SYSTEM, Vikas Publishing House
14. SriVastava, MANAGEMENT OF FINANCIAL INSTITUTIONS, Himalaya Publications.

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

EXERCISES

1. Students will be asked to deliberate on cases related to banking law and factors

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 – BOOTBOLT-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,Work 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 be 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

MERGERS & ACQUISITIONS

OBJECTIVES:

- To provide concrete understanding of Mergers & Acquisitions
- To familiarize the concepts to the students with the current issues in M&A
- To expose the students about the process and methods of M&A, measures to evaluate the performance of M&A

METHODOLOGY:

Lectures, Problems, Case studies with practical examples, Group or Class learning activities, Seminars, Projects on M&A will be given

UNIT – I

Mergers & Acquisitions Process – Forms of M&A – Types of Mergers – Reasons for Buying and Selling a Business – Stake holder groups in M&A activities - Framework for M&A strategies – Motivational Hypothesis for M&A – M&A Theories – The Efficiency Theory – The Monopoly Theory – The Valuation Theory – The Empire Building Theory – The Process Theory – The Disturbance Theory

UNIT – II

Valuation of Merger and Acquisitions – Objectives – Sources of Information – Valuing the Business Vs Valuing the Company – Net Asset Valuation Model – Dividend Valuation Model – PER Model – EVA and APV Model an overview – Economic Gains and Costs of M&A – The Share Exchange Ratio. Intangible Assets: Types – Importance – Classification – Approaches to Valuation of Intangible Assets
Disinvestments and Privatisation – Methods – Approaches to Valuation – Alternative Valuation approaches for Private Companies – Family Business Valuation and its issues

UNIT – III

Synergy – Benefits from Synergy – Synergy Equation – Theories of Synergy – Pricing of M&A – All-cash Acquisition – All-share Exchange Acquisition – Cash and Share Offer – Break-even Synergy – Determining the Price Range of Acquisition – Synergy and Value creation in M&A – Acquiring Poorly Managed Firm – Acquiring Undervalued Firms – Synergy and Merger Success

UNIT - IV

Payments for M&A – Methods – Factors Affecting Choice of Financing Method – Stock Deal or Cash Deal – Financing the Cash Offer – Payment for Cross-Border Acquisitions – Leveraged Buyout – Structuring – Characteristic of LBO Candidates – Sources of LBO Targets – Factors determining LBO returns

UNIT V

Due Diligence – Scopes and Types – Process – Due Diligence in Cross-Border Deals – Integration – Levels of organizational distance – Types – Corporate Cultures – Acculturation – Major Laws of M&A in India **Text**

Books

1. Donald M. DePamphilis, Mergers, Acquisitions and other restructuring Activities, 5th Edn, Elsevier – 2010
2. J. Weston, Mark Mitchell, J. Harold Mulherin, Takeovers, Restructuring, and Corporate Governance, 4th Edition, Pearson – Aug 2003
3. Kamal Ghosh Ray, Mergers and Acquisitions Strategy, Valuation and Integration, PHI - 2010
4. Peter Howson, Acquisition Essentials, Denzil Rankine, Pearson - Oct 2005
5. Weston, Chung & Hoag, Mergers, Restructuring, and Corporate Control, PHI - 2010

Reference Books

1. Gaughan, Patrick A., Mergers - What Can Go Wrong and How to Prevent it, 1st Edn., Wiley Finance - 2005
2. Gaughan, Patrick A., M&A and Corporate Restructuring, 4th Edn., Wiley - 2007
3. Godbole, Mergers, Acquisitions and Corporate Restructuring, 1st Edn., Vikas – 2009
4. Rajesh Kumar., Mergers and Acquisitions - Text and Case, Tata McGraw Hill – 2011
5. Ramanujan, Mergers: The New Dimension for Corporate Restructuring, Tata McGraw Hill – 2000

Web resources

1. http://www.amazon.com/Mergers-Acquisitions-Restructuring-ActivitiesSecond/dp/0122095529#reader_0122095529
2. http://www.amazon.com/Complete-Guide-Mergers-AcquisitionsIntegration/dp/0787947865#reader_0787947865
3. http://www.amazon.com/Art-Merger-Acquisition-BuyoutGuide/dp/0070526605#reader_0070526605

Illustrated exercise: Every student should present one case study

MICROFINANCE

Objective

The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

Methodology

- Only theoretical perspective
- Practical exposure on micro finance institution and micro organisation
- Preparation of project report
- Interaction with SHG members

Unit I

Economics of Poverty - An overview- Economic Growth & Development: Poverty as an impediment of growth - Poverty alleviation measures - Micro finance – Concept – Need, scope, assumptions, Importance -Micro-finance as a development tool – lessons from international experience

Unit II

Fundamentals of Banking - Social Banking: concept and its relevance in developing countries -Delivering Financial Services to the Poor - Micro-finance delivery Methodology-Legal and Regulatory framework - Governance and Managerial Aspects - Microfinance models and characteristics - Designing a Microfinance Programme.

Unit III

Impact and issues of Micro-finance – Gender sensitivity and focus- Gendered microfinance –concept- worldwide outreach and future direction of Micro-finance- Innovative and creative micro-finance Models-Impact of micro-finance - Emerging issues- impact assessment and social assessment.

Unit IV

Financial products and Services-Revenue models of micro-finance: profitability, efficiency and Productivity-Risk Management-Basics of Banking-Development banking and priority sector lending- Financial accounting and reporting.

Unit V

Micro-finance in India - History, Models, Current Practices and Trends - Indian Financial Sector and Financial inclusion – Micro-finance movement in India – Characteristics of micro-finance in India – Future of micro-finance in India.

Text Books

1. Fisher and Sriram, Beyond Micro Credit: Putting Development Back into Microfinance, Sage-Vistaar
2. Micro - Finance: Perspectives and Operation, Indian Institution of Banking and Finance, Macmillan - 2009
3. Armendariz and Morduch, (2010), The Economics of Microfinance, PHI learning Pvt. Ltd. Delhi.
4. Overview - Microfinance Handbook, 1st Edn. Ledgerwood, World Bank Publications – 1998.

Reference Books

1. Dowla and Barua, (2006), The Poor Always Pay Back: The Grameen II Story, Kumarian Press Inc.
2. Access for All: Building Inclusive Financial Services, 1st Edn., Helms, World Bank Publications - 2006
3. Lidgerwood, White and Brand, (2006), Transforming Microfinance Institutions: Providing Full Financial Services to the Poor, World Bank Publications.
4. Rhyne, (2001), Mainstreaming Microfinance: How Lending to the Poor Began, Grew and Came of Age in Bolivia, 1st Edn., Kumarian Press.
5. Somanath V. S. (2009), Microfinance redefining the future, excel books.
6. Karmakar K. G. (2008), Microfinance in India, sage publication ltd.

Websites:

1. www.microfinancegateway.org
2. www.nabard.org
3. www.tamilnaduwomen.org
4. www.rural.nic.in
5. www.urbanindia.nic.in
6. www.tnrd.gov.in
7. www.nird.org.in

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 Indictors, Forecasting Individual Stock Performance. Efficient Market Theory – Random Wall – 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.indiainfoonline.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. Hengren, Datar and Foster, COST ACCOUNTING: A MANAGERIAL EMPHASIS, Pearson Education, Eleventh Edition, 2003.

REFERENCES:

1. Jawaharlal, 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

HUMAN RESOURCE MANAGEMENT

ADVANCED ORGANIZATION BEHAVIOUR

COURSE OBJECTIVES:

- To provide a basic foundation on concepts, and principles of Individual, Groups and

ORGANISATION

- To learn and acquaint advances in Organisational Behaviour.
- To demonstrate the application of advanced concepts in OB in the organisation.
- To improvise decision-making ability considering Human aspects in the organisation.

METHODOLOGY:

- Class sessions comprise a mixture of lectures, interactive discussions, role play, case presentations, gamification of concepts and problem solving.

Unit-I

Individual Behaviour: Meaning, Definition, Individual differences, principles, Factors affecting individual attributions. Concept of individual well-being: Burn Out and Life satisfaction. Meaning of work group, Formation and composition of group, Necessity of work groups, Group

Link in Organizational Practices. Framework of Work Group factors: Group Task, Group Process, Group Cohesion, Group Structure. Organisational Learning: Meaning, Definition, Theories of OL, Learning processes, Enablers of OL, Linking OL and Knowledge Management.

Unit II

Organizational citizenship behavior (OCB)- Introduction, Definition, Origin, Dimensions of OCB, Individual level and Organisational level OCB, Pro-social organizational behavior, Employee Extra-Role Behaviors, Counterproductive work behavior (CWB), Cultural Variations

Unit-III

Psychological Capital-Definition, Meaning, Dimensions of Psychological capital- Hope, Self-efficacy, Optimism, Resiliency. Scope and Application of Psychological capital in organization. Relationship between Positive Psychological Capital, stress, OCB and different organizational outcomes- performance, satisfaction, supportive climate and organizational change- and its measurement.

Unit-IV

Emotional intelligence- Definition, Meaning, dimensions of emotional intelligence, Personality traits- perception, intelligence and attitude; - MSELT-Goalman's model-Baron Reuven model, Application of emotional intelligence in organization; Emotional intelligence- positive and negative work outcomes.

Unit-V

Spirituality in workplace: Meaning, definitions and history, need for spiritual workplace, fundamentals of spiritual workplace, HRM and workplace spirituality; Individual and Organisation contribution towards a spiritual workplace. Conceptualizing Workplace Spirituality — reconciling professional and personal values, spiritual wellness in workplace.

Text Book:

1. Organizational Behavior: Human Behavior at Work, John W. Newstrom, Keith Davis, McGraw-Hill, 14th edition, 2014.
2. Organizational Learning: Creating, Retaining and Transferring Knowledge, Argote, Linda, Springer US, 2013.
3. Handbook of Organizational Citizenship Behavior: A Review of 'Good Solder' Activity in Organizations. Editors: Turnipseed, David L. (Purdue University)
4. Happiness at Work, Maximizing your Psychological Capital for Success Jessica Pryce Jones. Wiley-Blackwell, 2010
5. Emotional intelligence. Goleman, D. New York: Bantam Books, 2009.
6. The Workplace and Spirituality: New Perspectives on Research and Practice edited by Joan Marques, Satinder Dhiman, Dr. Richard King, skylight path, 2009

References:

1. Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences; Dennis W. Organ, Philip M. Podsakoff, Scott B. Mackenzie, 2006.
2. Psychological Capital: Developing the Human Competitive Edge; Fred Luthans, Carolyn M. Youssef, Bruce J. Avolio, 2006, Oxford University Press
3. Positive Psychological Capital: Measurement And Relationship With Performance And Satisfaction Fred Luthans And Bruce J. Avolio Gallup Leadership Institute, Department Of Management University Of Nebraska-Lincoln James B. Avey Department Of Management Central Washington University Steven M. Norman Department Of Management Mesa State College
4. An Integrative View of and a Common Conceptual Space for Employee Extra-Role Behaviors -Kenneth K. Eastman (Oklahoma State University) and Badrinarayan Shankar Pawar (Indian Institute of Management in Ahmedabad, India)
5. The Construct of Organizational Citizenship Behavior: Should we analyze after we have conceptualized? -kenneth S. Law, Chi-Sum Wong, and Zhen Xiong Chen
6. The "dark side" of OCB: Examining the relationship between citizenship behavior and work-to-family conflict; Rebecca H. Klein University of South Florida
7. The Relationship between Team Context and the Team Leader's Linking Pin Quality; Sara A. McComb, Stephen G. Green, and W. Dale Compton
8. <https://www.spiritualengland.org.uk/spirituality-workplace/websites-articles>
9. <https://www.inc.com/marcel-schwantes/15-websites-that-will-make-your-emotionalintelligence-better.html>

Web resources:

www.positivepsychology.org

<https://study.com/academy/lesson/workplace-spirituality-and-organizational-culture.html>

[http://www.selfgrowth.com/emotional intelligence.html](http://www.selfgrowth.com/emotional-intelligence.html)

[https://www.inc.com/marcel-schwantes/15-websites-that-will-make-your-emotionalintelligence-better.html](https://www.inc.com/marcel-schwantes/15-websites-that-will-make-your-emotional-intelligence-better.html)

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. 10th Edition, 2006
2. Richard Thrope & Gill Homen: STRATEGIC REWARD SYSTEMS- Prentice-Hall, 2000.

REFERENCES:

1. Thomas.P. Plannery, David. A. Hofrichter & Paul.E. Platten: PEOPLE PERFORMANCE & PAY – Free Press. Jan 2002
2. Michael Armstrong & Helen Murlis: HAND BOOK OF REWARD MANAGEMENT – Crust Publishing House. 5th Edition, 2009
3. Joseph.J. Martocchio: STRATEGIC COMPENSATION A HUMAN RESOURCE MANAGEMENT APPROACH – Prentice-Hall., 8th Edition 2015
4. Edwarde.E. Lawler III: REWARDING EXCELLENCE (Pay Strategies for the New Economy) – Jossey-Bass, 2000

WEB RESOURCES:

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

ILLUSTRATIVE EXERCISE

Each student chooses 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, shareholders, 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:

1. Deresky Helen, "International Management: Managing A cross Borders and Cultures", Pearson Prentice Hall; 9th editions, 2016.
2. Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier.
3. David C. Thomas and Mark F. Peterson, "Cross-Cultural Management: Essential Concepts" SAGE Publications, Inc; Third edition, 2014.
4. Abel Adekola, Bruno S. Sergi, "Global Business Management: A Cross-Cultural Perspective", Routledge, 2016.
5. Madhavan "Cross Cultural Management: Concepts and Cases", Oxford University Press; Second edition, 2016.
6. Henriett Primecz, Laurence Romani & Sonja Sackmann, "Cross-Cultural Management in Practice: Culture and Negotiated Meanings" Edward Elgar Pub. 2012.
7. Jean-François Chanlat, Eduardo Davel & Jean-Pierre Dupuis, "Cross-Cultural Management: Culture and Management across the World", Routledge; 1 edition, 2013.

REFERENCES:

1. Geert Hof stede, 'Cultures consequences' (2nd ed) thousand oaks, CA; sage publications 2001
2. Marie-Joelle Browaeys & Roger Price, "Understanding Cross-Cultural Management" Pearson; 3 editions, 2016.
3. Jerome Dumetz, Fons Trompenaars. et.al. "Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management", CreateSpace Independent Publishing Platform; Student edition, 2012.
4. Wildman, Jessica L., Griffith, Richard L., Armon, Brigitte K. "Critical Issues in Cross Cultural Management", Springer International Publishing, 2016
5. J. Scarborough, The Origins of Cultural Differences and Their Impact on Management. Westport, CT: Quorum, 2000

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 thereof in the areas such as Commitment, Quality, and Stress Free orientation.

TEXT BOOKS:

1. International Human Resource Management-Peter Dowling and Denice Welch. 7th edition, 2017
2. Global HR-Doona Deeprose, 2002

REFERENCES:

1. Sanjeev Kumar Singh, Global HR Practices and Challenges, ICFAI University Press, 2017
2. Avadhani, Global Business- 2001
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.

HR ANALYTICS

Course objective:

- To understand and improve the value of the Human resource
- To familiarize the use and application of workforce analytics, to maximize return on human capital.

Methodology:

- Lectures, Group Discussion, Case Studies
- Seminar Presentations, Laboratory assignments, Field works

Unit I: Introduction to HR analytics: Meaning of HR analytics, Definition of analytics, Need for HR Analytics, Leading Practices for Improved Organizational Performance, Contribution of HR Analytics, Approaches to HR Analytics, Human Resources analytics applications, Role of HR in building organizational capabilities.

Unit II: HR intelligence framework: Human Capital Maturity Framework- leadership practices; engagement practices; access to knowledge practices. People research & analytics practices; HR intelligence cycle; Organizational Intelligence Model (OIM); HR intelligence implementation, HR Scorecard; Workforce Scorecard; constructing HR scorecard.

Unit III: Staffing metrics: Recruiting tools and practices an overview, measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring. Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Attrition metrics – techniques used to calculate attrition, manpower planning metrics – push and pull model.

Unit IV: Development metrics – Training ROI, Training evaluation models, tracking the value of career management, measurement, performance metrics, EFQM, and Baldrige criteria, The Intuitive, non-analytic framework for Performance Management; The Targeted Analytics to improve Talent Decisions

Unit V: Compensation metrics – Calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost benefit analysis, and comp ratios. Mistakes in compensation designing. Employee benefits, Calculation of incentives, measuring the impact of weak incentives. Monitoring planned and unexpected absence, the cost impact of unplanned absences and staffing.

Text book:

1. Fitz-enz, J. (2001). How to Measure Human Resource Management, McGraw-Hill; 3 edition
2. Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance, AMACOM; Second Edition
3. Fitz-enz, J & John R. Mattox, II (2014), Predictive Analytics for Human Resources, John Wiley & Sons, Inc., Hoboken, New Jersey.

Reference:

1. Lawler, E. E. & Mohrman, S. A. (2003). Creating a Strategic Human Resources Organization: An Assessment of Trends and New Directions. Stanford: Stanford University Press (a).
2. Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM
3. Boudreau, J.W. (2010). Retooling HR: Using Proven Business Tools to Make Better Decisions about Talent, Harvard Business Press
4. Martin R. Edwards & Kirsten Edwards, (2016). Predictive HR Analytics: Mastering the HR Metric, First Edition, Kogan Page. ISBN-10: 0749473916, ISBN-13: 978-0749473914

Web source:

1. <http://sloanreview.mit.edu/feature/report-analytics-the-new-path-to-value-executive-summary>
2. www.ibm.com/gbs/intelligent-enterprise
3. [ibm.com/gbs/business analytics](http://ibm.com/gbs/business-analytics)
4. [www.infohrm.com/ research.](http://www.infohrm.com/research)
5. <http://www.marshall.usc.edu/ceo>

HRIS [Human Resources Information System]

OBJECTIVES:

- To introduce the concepts of Human Resources Information System
- To enable the students to appreciate the application of HRIS in Organizations.
- To enable them to understand the availability of the existing Software for HRIS and evaluate them.
- To survey the use of HRIS in organizational contexts and submit reports for evaluation.

METHODOLOGY:

Power point presentation, Participative type classes, case study, Assignments, Test, Company visit and field study, Seminar.

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 BOOK:

- 1 Human Resource Information Systems, Basics, Applications, and Future Directions Third Edition, Sage Publications. Michael J. Kavanagh**, State University of New York (SUNY) at Albany, USA **Richard D. Johnson**, Griffith University 4th Edition, 2018
- 2. Human Resource Information System Kelvin Molly** , **Publisher:** Grin Verlag Gmbh, Santa Cruz, USA. **ISBN-10: 3656624968 , 2014**
- 3. Back to the Future of Human Resource Information Systems? Yorrick Bakker** , LAP Lambert Academic Publishing, 2012.

REFERENCES

1. “The Agenda: What Every Business Must Do to Dominate the Decade”, “Dr. Michael Hammer, Hammer and Company, One Cambridge Center, Cambridge, MA, 02142.
2. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan Page , 14th Edition, 2017
3. Managing and Measuring Employee Performance – Understanding Practice Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page, 2006
4. Accountability in Human Resource Management, “Jack J. Philips”, Gulf Professional Publishing.

WEBSITE:

- <http://www.ihrim.org/>
- <http://www.hr.arizona.edu/HRadmin/HRprofs/index.php>
- http://en.wikipedia.org/wiki/Human_Resource_Management_Systems

ILLUSTRATIVE EXERCISE;

1. Submit a Performance Appraisal format for comprehensive evaluation of an employee.
2. Submit a report on the HR I System in an organization of your choice.
3. Analyze an HRIS of an Organization and submit a report on the areas of improvement.
4. Submit a list of Software on HRIS and offer your comments.

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,2002.

REFERENCES:

1. Management by Consciousness in 21st Century, “Gupta G.P.”, Excel Books(2009)
2. The knowledge management tool kit, Amrit Tiwara-Pearson, 2nd Edition 2015.

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 & LABOUR LEGISLATION

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.

UNIT-II:

Trade Unions-Purpose, Functions and Structure of the Trade Unions- Multiplicity of Trade Unions-Conflict Resolutions-Social Responsibility of Trade Unions.

UNIT-III

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-Strength and Skills-Employee Counselling-ILO-ILC.

UNIT-IV:

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

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

UNIT-V:

The Employees state insurance act 1948 – The employee's provident funds and miscellaneous act 1952 – workmen's compensation act 1923 – the Employees' pension scheme 1995 – Maternity Benefit Act – Information Technology Act 2006 – Consumer Protection Act 1986.

TEXT BOOKS:

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill Education Private Limited (14 August 2012)
2. Arun Monappa: INDUSTRIAL RELATIONS; Tata McGraw Hill Publishing Company Ltd.
3. 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.
5. Bare acts
6. Mercantile law – N.D> Kappor – S.Chand and Sons 3. Legal Systems in Business – P. Saravanavel and Sumathy., 2009
7. Elements of Mercantile law, 2014

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
7. <http://www.labour.nic.in/>
8. <http://hr.blr.com/>

ILLUSTRATIVE EXERCISE

- Each student chooses an organization-interview HR managers- Trade Union leaders – prepare a report.
- Each student prepares at least 3 cases for each of the act they study and a consolidated report is made at the end.

KNOWLEDGE MANAGEMENT

Objective

- To impart the basic concepts of knowledge management and to make the students understand the processes and practises in knowledge management in various organisation.

Unit 1:

Introduction - History, Concepts, Definitions and the Antecedents of KM - Information Management to Knowledge Management - Knowledge Management: What Is and What Is Not? - The Evolution of Knowledge Management - Explicit Knowledge, Tacit Knowledge and the Infrastructure Knowledge Management and Ethics.

Unit 2:

KM cycle – Major approaches to KM cycle, Integrated KM cycle – strategic implications – practical considerations – KM models – Theoretical models – Nonaka’s knowledge spiral model – other KM models – Strategic implications – practical implications.

Unit 3:

Knowledge capture and codification – Tacit knowledge capture – Explicit knowledge codification

Knowledge sharing – social nature of knowledge, knowledge sharing communities, obstacles to knowledge sharing, organisational learning.

Knowledge application – at individual, group and organisational levels – knowledge reuse – knowledge repositories

Unit 4:

Role of organisational culture – different types of culture – culture analysis-culture at the foundation of KM – Knowledge sharing culture – KM Maturity models – KM tools – content creation, data mining, blogs, content management, groupware and collaboration, wikis, networking technologies, intelligent filtering tools, adaptive technologies – KM strategy- knowledge audit, gap analysis, benchmarking, balanced score card method , house of quality

Unit 5:

KM teams – Role of senior management – Roles and responsibilities – KM profession – Ethics of KM – Future challenges of KM – Shift to Knowledge based assets, KM research issues – Postmodern KM.

REFERENCES:

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, 2000.
3. Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society, Pondicherry, 2014.

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, 2005.
2. Vinayshil Gautham & S.K.Batra: ORGANISATION DEVELOPMENT SYSTEM, Vikas Publishing House, 5th Edition.

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, 10th Edition, 2015.
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 (Flextime) 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. 4th Edition, 2007
2. S.K. Chakravathy: 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: Wiley-Blackwell, 2nd Edition. 2007.
2. Jon M. Werner & Randy L. DeSimone, “Human Resource Development”, Thomson- South Western, 5th edition, 2008.
3. Robert L. Mathis & John H. Jackson, “Human Resource Management”, Thomson- South Western, 15th edition, 2016.
4. Matthias T. Meifert, “Strategic Human Resource Development”, Springer-Verlag Berlin Heidelberg, 2013.
5. David McGuire & Kenneth Molbjerg Jorgensen, “Human Resource Development: Theory and Practice”, SAGE, 2011.

REFERENCES:

1. Kenneth M York, “Applied Human Resource Management: Strategic Issues and Experiential Exercises”, Sage, 2010.
2. Lyle Yorks (2004). Strategic Human Resource Development, Cengage Learning.
3. 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.
4. 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.

STRESS MANAGEMENT

Syllabus

Objectives:

- To understand the concept of stress management.
- To increase awareness about the impact of mental and physical wellbeing.
- To motivate the students to assume a greater sense of personal responsibility.
- To understand the importance of using effective coping skills to resolve stress.
- To learn about and experience several relaxation techniques to control stress and tension.

Methodology:

Lectures, Group discussions, Seminar, Guest Lecturer, Case study, Meditation, Yoga.

Unit 1

Concept of stress – Definition and Nature. Types of stress- eustress and distress – acute and chronic – hyper and hypo. Stress reaction. Stressors – definition, and identifying stressors - physiological systems, illnesses and diseases - psychological effects of stressors - individual stressors – organizational stressors – social stressors.

Unit 2

Theories of stress/ Models – cognitive, behavioural, and psychological theories. Conceptual model - transactional model - health realization/innate health model - measuring stress.

Unit 3

Stress management – Time Management, Personal Management. Therapy and Systematic Management – Stress Inoculation Method – Jacobson Progressive Muscle Relaxation – Systematic Desensitization.

Unit 4

Interventions – Perception – Interpersonal Interventions – Spirituality - Meditation - Personal Responsibilities – Goal Setting – Self Assessment - Relaxation Techniques - Exercise - Diversity - Coping strategies for decreasing stressful behaviors - Rationalemotive - Behavior Therapy - Massage Therapy – Yoga. Clinical importance.

Unit 5

Occupational Stress - Causes of occupational stress -Role of work place environments – Symptoms of work-related stress - Model of different components of work related stress – NIOSH approach to occupational stress - stress and college - family stress.

Text Books:

1. VinayJoshi, *Stress: From Burnout to Balance*, Sage Publications, 2005
2. AnitaSingh, *Stress Management*, Global India Publications Pvt. Ltd.

Reference Books:

1. Umesh Sharma, *Stress Management through Ancient Wisdom and Modern Science*, Excel Books India
2. Jeff Davidson, *Stress Management*, Jeff Davidson, Breathing Space Institute, 2001
3. [Edward A. Charlesworth](#), [Ronald G. Natha](#), *Stress Management: A Comprehensive Guide to Wellnes*, Ballantine Books, 2004

Web Resources:

www.stress.org/
www.stress.org.uk
www.psychologytoday.com/basics/stress

Illustrative Exercise:

The Internal mark is awarded based on the components.

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, inbaskets, 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, 2002.
5. Sahu, R.K., TRAINING FOR DEVELOPMENT, Excel Books, New Delhi, 2009.

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.

MARKETING ELECTIVIES

BRAND MANAGEMENT

OBJECTIVES

This course addresses important branding decisions faced by a firm. The objectives are:

- To increase understanding of the key issues in crafting and evaluating brand strategies
- To provide theories, models, and other analytic tools to make better branding decisions

METHODOLOGY

The classroom methodology will include lectures, quizzes, Web 2.0-based assignments, comprehensive case analysis and discussions, term paper writing with a requirement to take a position on a branding issue.

UNIT I: Branding concepts:

Brands & Brand Management: What is a brand? - Brand Elements – Core Brand Values and Brand Mantra – Brand Value Chain – Brand Value Proposition – Functional, Emotional and Self Expressive Benefits – Strategic Brand Management Process
Iconic brands – Global brands

UNIT II: Brand Equity and Positioning

Brand Positioning – Identifying, choosing and communicating Points of Parity and Points of Difference – Brand Associations – Primary and Secondary Associations – Repositioning.
Customer Based Brand Equity – The Brand Equity Pyramid – Brand Resonance

UNIT III: Branding Structures

Brand Hierarchy – Levels, Principles of designing the brand hierarchy – Managing the Brand portfolio.
Brand Architecture – Masterbrand, Overbrand, Freestanding Brand and Endorser Brand structures – Price-Quality Brand Structures - House of Brands, Branded House, and Hybrid Structures.
Managing Brands over time: Brand Revitalization - Brand Extension strategies – Product Category and Line Extension – Pros and cons of brand extension.

UNIT IV: Brand Identity & Personality

Brand Identity – Kapferer's Brand Identity Prism – Elements of Brand Identity – Co-branding and Ingredient branding.
Brand Personality – Brand Personality Dimensions and Traits – Drivers of brand personality
Luxury brands – Cult brands

UNIT V: Brand Metrics

Brand Metrics – Measuring Brand Equity – Loyalty measures, perceived quality and leadership measures, associations/ differentiation measures, awareness measures and market behavior measures.

Brand Valuation – Methods: Cost, market and Income approach, Brand Valuation Models – Interbrand, Y&R's Brand Asset Valuator, Millward Brown's Brand Dynamics approach and Brandz.

Reference books:

1. Kevin Lane Keller: Strategic Brand Management (Pearson)
2. Jean-Noel Kapferer: The New Strategic Brand Management (Kogan Page)
3. Subroto Sengupta: Brand Positioning (Tata McGraw-Hill)
4. Brad VanAuken: The Brand Management Checklist (Kogan Page)

Web resources:

1. www.millwardbrown.com – a branding consulting and brand equity research firm
2. www.martinlindstrom.com – website of a popular author on branding topics like sensory branding and neuromarketing
3. www.interbrand.com – website of the world's largest brand consultancy that publishes annual list of Best Global brands.
4. www.brandinginsiderstrategy.com – a popular branding blog

Illustrative exercises:

1. Study the latest annual list of Best Global brands from InterBrand and Best Indian brands from The Economic Times. Identify the gainers and losers and understand the reasons behind gain/loss in the ranking
2. Observe the websites of top luxury brands in different categories. Try to identify how the luxury element is represented on the website.
Identify successful brand repositioning in the past decade and compile a list of best practices in brand repositioning.

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, 4th Edition; Tata Mc-Graw Hill.
2. Schiffman, Wisenblit and Ramesh Kumar: CONSUMER BEHAVIOUR, Pearson Education Asia, 11th Edition.
3. Henry Assael: CONSUMER BEHAVIOUR AND MARKETING ACTION, Cincinnati, Ohio: South-Western College Pub., 6th Edition

REFERENCES:

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

NB: Latest Editions of the books mentioned above are recommended. Some reference books are classic texts that will motivate a student to develop an appreciation of the theoretical foundations of the field of consumer behaviour and may not have recent editions.

WEB RESOURCES:

<https://www.millwardbrown.digital.com/category/consumer-behavior-insights/>
<https://www.ipsos-retailperformance.com/solutions/customer-behavior-insights/>
<https://www.information-age.com/can-use-consumer-behavior-strengthen-insight-123468045/>

Social media pages of companies and brands

Consumer Generated Content (CGC) on various web platforms such as YouTube, FaceBook, Blogs, Twitter, Instagram, etc.

MAGAZINES AND JOURNALS:

All marketing area related periodicals

ILLUSTRATIVE EXERCISE:

Students are expected to study in-depth any area of consumer behaviour by designing mini research projects and analysing the findings; making presentations on niche topics that are applications of consumer behaviour theories, etc.

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. <https://www.salesforce.com/in/learning-centre/crm/what-is-crm/>
2. https://en.wikipedia.org/wiki/Customer_relationship_management

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the class assignments, studying the CRM practices of companies, customer satisfaction studies, etc.

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 Havaladar, 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 Marketplace - 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, Prenticehall India.

WEB RESOURCES:

1. <http://www.afaqs.com/>
2. <https://madovermarketing.com/>
3. <https://www.moreaboutadvertising.com/>
4. www.advertisingage.com
5. www.businessweek.com
6. www.adage.com
7. www.ama.org
8. www.emarketer.com

MAGAZINES AND JOURNALS :

All marketing area related periodicals and blogs

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components including creating an ad campaign, analysis of ad campaigns, tests and class participation.

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:

The objectives of this course are:

- To rethink marketing in an Internet-enabled marketing environment
- To conceptualize marketing strategy formulation in the context of the Internet
- To understand the Internet marketing mix
- To address the emerging issues on the Internet from a marketing perspective

METHODOLOGY:

The classroom methodology will include lectures, quizzes, comprehensive case analysis and discussions, brainstorming on industry news, white papers and group-wise development of an Internet marketing plan.

UNIT-I A FRAMEWORK FOR INTERNET MARKETING

Rethinking marketing in a connected world – Internet as a marketing platform: critical success factors – market opportunity analysis in the new economy – generating business model canvas

Delivering customer value types: trapped, hybrid and new-to-the-world value – application of the Long Tail concept in Internet marketing

UNIT-II STRATEGIC INTERNET MARKETING

Planning the Internet strategy – Segmenting the internet market, Niche marketing strategies, On-line positioning and competitive analysis

SOSTAC framework for Internet marketing planning

Internet marketing scenarios – pure-play and bricks-and-clicks businesses

User experience design and its core principles - Web development and customer interface design – 7Cs framework – Adaptive Vs Responsive designs

UNIT-III INTERNET MARKET INTELLIGENCE AND USER BEHAVIOUR

Online market research, Web tracking audits, analytics – marketing performance metrics – Conversion funnel and optimization; Introduction to Search engine optimization and Google Analytics

Online consumer behaviour and characteristics – Issue of trust – Internet communities: creation and transfer of value within communities

UNIT-IV INTERNET MARKETING MIX

Comparing traditional marketing mix with Internet marketing mix

Product hierarchy - Influence of interactivity and individualization - new product development process – mass customization – online brand building

Pricing on the internet – characteristics, customer-driven pricing, dynamic pricing and pricing strategies

Internet as a distribution channel – disintermediation effect – the role of Internet intermediaries – Creating and Managing Online Partnerships: Affiliate marketing

Online advertising models and types – Search advertising, Display advertising, Email marketing, Social media channels – Risks and challenges

UNIT-V EMERGING ISSUES IN INTERNET MARKETING

Influence of Web 2.0 on Internet marketing – crowdsourcing applications in marketing

Mobile marketing – advantages and challenges – virtual, augmented and mixed reality – location-based contextual marketing

Global Internet marketing – standardization Vs. differentiation dilemma – Global navigation of websites

Text books:

1. Mohammed, Fisher, Jaworski and Cahill: Internet marketing – building advantage in a networked economy (Tata McGraw-Hill)
2. Chaffey, Meyer, Johnston and Ellis-Chadwick: Internet Marketing (Prentice-Hall/Financial Times)

Reference books:

1. Vassos: Strategic Internet Marketing - Practical e-commerce and branding tactics (Que Books)
2. Stokes: eMarketing - The essential guide to digital marketing, Quirk eMarketing (P) Ltd. (www.quirk.biz/emarketingtextbook)

Web resources:

1. www.hubspot.com – offering in-bound marketing software, support and methodology
2. www.razorfish.com – agency for Internet marketing and design of user experience and enterprise design
3. www.emarketer.com – Internet marketing research firm
4. www.econsultancy.com – Internet marketing research and training company

Illustrative exercises:

1. Illustrate the application of Long Tail concept in Search Engine Optimization by searching for 'hotels in Pondicherry', 'resorts in Pondicherry', 'beach resorts in Pondicherry' and 'eco-beach resorts in Pondicherry'. Compare the results on the Search Engine Results Page
2. Observe the translation of corporate strategy to Internet marketing strategy by comparing the websites of a Full-service airline and Low-cost airlines.
3. Identify the website 'localization' elements by observing the International websites of, say Levis.

MARKETING ANALYTICS-I

[Workshop Mode/Skill based paper]

OBJECTIVES

- *To enable the students to know about the information needs of Management.*
- *To introduce software packages like MS-EXCEL/SPSS/R for Marketing Analytics*
- *To introduce the students to many Excel tools that can be used to analyze marketing problems: PivotTables, charting and Excel statistical functions, including COUNTIF, COUNTIFS, SUMIF, SUMIFS, AVERAGEIF, and AVERAGEIFS functions*
- *To estimate demand curves and to determine profit maximizing prices, price bundling, nonlinear pricing strategies, and price-skimming strategies*
- *To introduce forecasting tools*
- *To analyze the consumer needs and product attributes choices that drives sales*

METHODOLOGY

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

Number Credits :**2 Credit**

Number of Contact hours :**30 Hours [30 Sessions]**

Maximum Marks :**50**

Evaluation: **Continuous Internal Assessment only**

Mid Term-1 (30%)

Mid Term-2(30%)

Assignment-1 (20%)

Assignment-2 (20%)

Unit-I

Using Excel to Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables- Using Excel Charts to Summarize Marketing Data- Using Excel Functions to Summarize Marketing Data

Unit-II

Pricing: Estimating Demand Curves and Using Solver to Optimize Price- Price Bundling- Nonlinear Pricing- Price Skimming and Sales

Forecasting: Simple Linear Regression and Correlation- Using Multiple regression to forecast Sales-Forecasting in the event of special Events-Modelling Trend and Seasonality & other forecasting methods [Ratio to Moving Average/Winter Method / Neural Networks]

Unit-III

Product related decision: Product Attribute Analysis [Conjoint]- Logistic Regression – Discrete Choice Analysis & Random Utility Theory

TEXT BOOKS:

1. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
2. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
3. Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education

REFERENCES:

1. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
2. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education

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.statstutorials.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

MARKETING ANALYTICS-II

[Workshop Mode/Skill based paper]

OBJECTIVES

- *To enable the students to know about the information needs of Management.*
- *To explore customer value analysis and value models*
- *To introduce the segmentation analysis*
- *To explore the retail analytics tools*
- *To analyse the advertising analytical tools*
- *To introduce Internet and social media analytics*

METHODOLOGY

The methodology is predominantly by Case analysis and Computer based Problem Solving, complemented by lecture mode. The students have to undertake a project work in a topic of their interest and product, to apply the concepts studied in the course.

Number Credits :**2 Credit**

Number of Contact hours :**30 Hours [30 Sessions]**

Maximum Marks :**50**

Evaluation: **Continuous Internal Assessment only**

Mid Term-1 (30%)

Mid Term-2(30%)

Assignment-1 (20%)

Assignment-2 (20%)

Unit-I

Customer Value: Calculating Lifetime Customer Value- Using Customer Value to Value a Business- Customer Value, Monte Carlo Simulation, and Marketing Decision Making- Allocating Marketing Resources between Customer Acquisition and Retention

Unit-II

Market Segment: Clustering- User-Based Collaborative Filtering-Using Classification Trees for Segmentation

Unit- III

Retail Analytics: Market Basket Analysis and Lift - Allocating Retail Space and Sales Resources-Identifying the Sales to Marketing Effort Relationship

Advertising Analytics: Measuring the Effectiveness of Advertising -Media Selection Models- Pay per Click Advertising- Introduction to Internet and Social Marketing

TEXT BOOKS:

1. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana
2. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
3. Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education

REFERENCES:

1. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition)
2. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education

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.statstutorials.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

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

Analysing 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 NONPROFIT 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 OF HIGH TECH PRODUCTS & INNOVATIONS

Credits: 3

Objectives:

To prepare students for a career in product management. This course focuses on issues facing companies selling innovations and technology-based products and integrates the impact of strategic marketing decisions and business models for Technology diffusion.

Unit I:

Opportunity analysis for innovations: Special characteristics of market and technological uncertainty & competitive volatility - High-Tech vs. Low-Tech Marketing - New technology (push) or customer demand (pull), Environment and industry structure, Competition analysis and critical success factors. Forms of product leadership Quality, Operational efficiency, Supply chain and Internal processes, Brand and relationship management, Customers or collaborators or distribution channel - Core competencies: unique, internal capabilities, processes, resources, values or people as bases for competitive advantage.

Unit II:

Creation of value – Developing new products - Technological Cycles and Innovation Typology Breakthrough or disruptive or incremental innovation, Innovation Diffusion – Bio mimicry and Customer co-innovation, Entry timing and launch or relaunch strategies – Marketing research and understanding high tech consumers - Customer Acceptance of Technology and Technology Readiness

Unit III:

Capturing value: The economic model, Unbundling, Versioning and contextual marketing – Customer acquisition strategies and costs Customer Intimacy and Other Value Disciplines; Discovery Driven Planning - Marketing mix decisions, Technology maps, POP Points of Parity & POD Points of Differentiation, Buzz marketing – Steering Innovation management teams, challenges of Disruptive Change - Strategy to executable tactics — Technographic segmentation – Engagement and making technology fun ‘Gamification’

Unit IV:

Sustaining value and renewal: Competitive response analysis - Regulation, social/political, macroeconomic trends – Gestation or Time-to-market, Product life cycle, diffusion, maturation issues, obsolescence, and substitution – Customers retention - Product/service pipeline and contingency plans – Creating sustainable competitive advantage: Customer value proposition and profitability – Handling failures and cannibalization

Unit V:

Cases of high technology products and companies from various sectors like retail, financial services, education, IT and ITES, biotech and pharma, engineering goods, telemedicine, leisure & entertainment like books, music, etc.

References:

1. Text: Marketing of High Technology Products and Innovations, Mohr, Jakki, Sanjit Sengupta and Stanley Slater, Pearson Education
2. Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers, Geoffrey A. Moore ISBN: 9780060517120 ISBN 10: 0060517123, Harper Business Books
3. Techno-ready Marketing, Techno-Ready Marketing: How and Why Your Customers Adopt Technology, A. Parasuraman & Charles L. Colby, Free Press, 2001: ISBN-10: 0684864940 ISBN-13: 978-0684864945
4. Websites of companies, articles and resources from Business Periodicals, technology blogs like engadget.com, etc.

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. Kinnear 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.stattutorials.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. Eberhard E. Scheuing: NEW PRODUCT MANAGEMENT Merril 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 cooperatives, 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, PrenticeHall 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

NB: Latest editions of books mentioned above are recommended.

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.

SOCIAL MARKETING

OBJECTIVES

Social marketing involves the application of marketing theories to influence a change in behaviour and is concerned with health, social, environment and public policy issues. This course is designed for students concerned about social issues and problems, and passionate about making a difference. The objectives are:

- To appreciate the concept of social marketing and its role in behaviour change
- To understand the Social marketing environment and relevant consumer behaviour models
- To develop and apply the social marketing planning and evaluation process to a range of practical situations

METHODOLOGY

The classroom methodology will include lectures, quizzes, a hands-on miniproject, comprehensive case analysis and discussions, topic analysis and developing a reflection essay (term paper)

UNIT I: Introduction to Social marketing

Development of Social marketing – Differentiating Social marketing from other socially-oriented marketing activities – Defining Social marketing – Social marketing Vs Commercial marketing: key differences

Social marketing environment – 5-forces model – Environment factors and external considerations – micro and macro environment variables that influence a Social marketing program

UNIT II: Consumer behaviour models and Social marketing research Models of attitude and behaviour change – health belief model, protection motivation theory, social learning theory, theory of reasoned action, theory of trying, cognitive dissonance, theory of interpersonal behaviour, Rossiter-Percy motivation model, morality and legitimacy, diffusion theory

Marketing research and evaluation framework: qualitative versus quantitative research, formative research, efficacy testing, process research, outcome research

UNIT III: Social marketing strategy

Segmentation and targeting – psychographics, motives and benefits segmentation, Sheth's and Frazier's attitude-behaviour segmentation – Stage approach to segmentation; Selecting target audiences – cross-cultural targeting, cultural tailoring, individual tailoring; Positioning – behaviour-focussed, barriers-

focussed, benefits-focussed, competition-focussed positioning

Developing a Social marketing plan

UNIT IV: Social Marketing Mix

Product – components of a Social product – core, actual and augmented product levels – branding a social product

Price – cost considerations in performing the desired behaviour – monetary and non-monetary incentives and disincentives – setting prices for tangible objects and services

Place – managing distribution channels – Use of existing channels and developing advantages of location, time, place of need, accessibility, keeping competition away and psychological acceptance

Promotion – developing a creative brief – choosing media and methods - communication strategy for a Social product – Cognitive processing models for persuasion: elaboration-likelihood model, Cialdini's six principles of persuasion, Types of appeals – Fear, threat, incentive and messenger appeals – Framing effects

Extended Social marketing mix elements – policy, people and partnerships

UNIT V: Issues in Social marketing implementation

Ethical issues in Social marketing – ethical principles and codes of behaviour – criticisms of Social marketing: power imbalances and unintended consequences Issues in using Sponsorship to achieve changes – working and evaluation of sponsorships

Issues in sustaining the desired behaviour change

Reference books:

1. Rob Donovan, Nadine Henley: Principles and Practice of Social Marketing (Cambridge University Press)
2. Nancy Lee and Philip Kotler: Social Marketing (Sage)
5. Sameer Deshpande and Nancy Lee: Social Marketing in India (Sage)
6. Alan R. Andreasen: Social Marketing in the 21st Century (Sage)

Web resources:

1. www.socialmarketingservice.com – a consulting firm specializing in social marketing campaign development and evaluation.
2. www.turningpointprogram.com – website of a social marketing initiative in public health; has useful resources

Illustrative exercises:

1. Develop a Social Marketing Plan for a 'Wear helmet' campaign among University students
2. Identify the top 10 social marketing campaigns and compile a list of best practices in social marketing communication.

SOCIAL MEDIA MARKETING

OBJECTIVES:

The objectives of this course are:

- To understand the foundations of Social media and its role in marketing
- To conceptualize Social media marketing strategy formulation
- To understand the typology of Social media platforms and their utility for marketers
- To become familiar with Social media analytics and metrics

METHODOLOGY:

The classroom methodology will include lectures, quizzes, lab sessions, comprehensive case analysis and discussions, brainstorming on industry news and latest developments, white papers and development of a Social media marketing plan.

UNIT-I FOUNDATIONS OF SOCIAL MEDIA MARKETING

Social media and its role within Marketing

The Social media environment – Social consumers – Social applications – Social business ecosystem – Network structure and group influences in Social media

UNIT-II SOCIAL MEDIA MARKETING STRATEGY AND PLANNING

Rules of engagement for Social media marketing

Target audience – Influencers – Message/Content

Developing a Social media marketing plan

UNIT-III SOCIAL MEDIA PLATFORMS: TYPOLOGY, SCOPE AND UTILITY

Scope and marketing utility of blogging, micro-blogging, social networks, social bookmarking, collaboration, video sharing, podcasts, picture sharing, live streaming, webinars

UNIT-IV SOCIAL MEDIA DATA MANAGEMENT AND MEASUREMENT

Social media analytics, social media metrics – Introduction to analytics tools for popular social media (Facebook, Twitter, LinkedIn, YouTube, Instagram)

Social media monitoring and Online reputation management

UNIT-V USING POPULAR SOCIAL MEDIA PLATFORMS

Marketing through Facebook– Community building and engagement

Marketing through LinkedIn – B2B lead generation and personal branding

Marketing through Twitter – Driving traffic and conversations

Marketing through YouTube – Viral marketing

Marketing through Instagram – Visual story telling

Planning and creating multi-channel Social media strategy

Text books:

1. Social Media Marketing: A Strategic Approach (2e). Barker, Barker, Bormann, Zahay and Roberts, 2017, Cengage Learning(<https://www.cengage.com/c/social-media-marketing-a-strategic-approach-2e-barker#overview>)
2. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage (<https://in.sagepub.com/en-in/sas/social-media-marketing/book257852>)

Reference books:

1. Social Media Marketing For Dummies (3e). Singh and Diamond, 2014, Wiley (<https://www.wiley.com/en-us/Social+Media+Marketing+For+Dummies%2C+3rd+Edition-p-9781118985533>)
2. Social Media Marketing: Next generation of business engagement, Evans and McKee, 2010, Wiley (<https://www.pauladaunt.com/books/Social%20Media%20Marketing.pdf>)

Web resources:

1. www.hubspot.com – offering in-bound marketing software, support and methodology
2. www.socialmediatoday.com – provides social media industry news and analysis
3. www.socialmediaexaminer.com – a popular social media marketing resource site
4. www.econsultancy.com – Internet marketing research and training company

STRATEGIC MARKETING

Objectives:

This is an applications oriented course and the primary objective is to develop the capabilities necessary to apply marketing theories and concepts to actual situations and current events. The course will help the students to develop analytical skills in the formulation and implementation of market driven strategies for an organization and to provide practical, decision-making experience necessary for a career in the dynamic global business economy.

Methodology:

The methodology is predominantly lecture mode and case discussion, complemented with field based mini projects, terms papers and assignments. The students have to present the cases individually as well as in group assignments to understand the application of concepts.

UNIT-I:

Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT II:

Strategic Marketing Management – Objectives & concept of Strategic Marketing Management - Strategy Definition, Creating the marketing plan, Anticipating and adapting to change and Ethical and legal issues.

UNIT III:

Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT IV:

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation. Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.

UNIT V:

Specific strategy initiatives New product development and introduction strategies, Planned or unplanned strategy withdrawals /obsolescence, Contingency/alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries.

Text books:

1. Strategic Market Management, 9 TH ed. by David A. Aaker; Wiley publications.
2. David W. Cravens, Strategic Marketing, 6/e, Irwin McGraw-Hill, 2000.
3. David W. Cravens and Nigel F.Piercy, Strategic Marketing, 8th ed., McGrawHill, 2006.
4. Philip Kotler and Kevin Keller, “Principles of Marketing”, 12th ed, Prentice Hall, 2006.
5. Roger A. Kerin, Steven W. Hartley, and William Rudelius, “Marketing: The Core”, McGraw Hill, 2004.
6. Richard M.S. Wilson and Colin Gilligan, Strategic marketing management- Planning, Implementation and control, 3rd ed, ELSEVIER, 2005.

Reference books:

1. Thompson and Strickland, “Crafting and Executing strategy”, 14th ed, McGraw Hill International edition, 2005.
2. Boyd, Walker, Mullins and Larreche, Marketing Strategy – A decision focused approach, TMH 4th Ed, 2003.
3. Alan Andreasen and Phil Kotler, Strategic marketing for non-profit organizations, 6th ed, Prentice Hall;2002.
4. David A. Aaker, Strategic Market Management, 8th Edition, Wiley, 2008.
5. Damien McLoughlin and David A.Aaker, Strategic Market management-Global perspectives, John & Wiley sons ltd, 2010.

Additional Readings

Journal of Marketing, Journal of Consumer Research, Harvard Business Review
Journal of Small Business Management, Small Business Journal, New Business Opportunities

Web resources:

1. edis.ifas.ufl.edu/pdf/files/fe/fe29900.pdf
2. www.themarketingprocessco.com/document.../exmar_standard_proposal.p...
3. bbmarketingplus.com.
4. www.paulgerhardt.com/.../
5. www.referenceforbusiness.com

ILLUSTRATIVE EXERCISE:

The Internal mark is awarded based on the components.

OPERATIONS ELECTIVIES

ADVANCED MATERIALS MANAGEMENT

OBJECTIVES

- Since parts of this subject have already been taught in an earlier Semester, this Advanced 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.

UNIT-I

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

UNIT-II

Codification - Computerization and Information Systems - Standardization and Variety Reduction - Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis, AHP for vendor rating.

UNIT-III

P system of inventory, Q system of Inventory, Inventory Valuation, Multiple-item model with storage limitations, Purchase model of inventory for multi-item with inventory carrying cost constraint, Purchase model of inventory for multi-item joint replenishment without shortages, Manufacturing model of inventory for multi-item joint replenishment without shortages, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint.

UNIT-IV

Purchasing - Source Selection - 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 India Private Ltd.
2. Gopalakrishnan, P & Sandilya, M.S: INVENTORY MANAGEMENT - TEXT AND CASES; The Macmillan Company of India Ltd.
3. Datta, A.K: MATERIALS MANAGEMENT - PROCEDURES, TEXT AND CASES; Prentice Hall of India Private Ltd.

REFERENCES

1. Panneerselvam, R., OPERATION RESEARCH, PHI Learning, Delhi, 2006.
2. Ammer, D.S, MATERIALS MANAGEMENT; Irwin.
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.

ADVANCED OPERATIONS RESEARCH

UNIT 1

Linear Programming: Review of Linear programming, Dual Simplex method, Two Phase method, Identification of special cases in simplex table, Sensitivity Analysis: Changes in the right hand side constants of constraints, Changes in the objective function coefficients, Adding a new constraint, Adding a new variable.

UNIT 2

Transshipment model: Transshipment problem with sources and destinations acting as transient nodes, Transportation problem with some transient nodes between sources and destinations, **Quantity Discount Model for Transportation Problem:** Modeling of transportation problem with quantity discounts: Model with All Quantity Discount Scheme (AQDS), Model with Incremental Quantity Discount Scheme (IQDS), **Assignment Problem:** 0-1 programming model for assignment problem, Branch and bound method for assignment problem

UNIT 3

Shortest Path Problem: Dijkstra's Algorithm for shortest path problem, **Minimum Spanning Tree Problem:** Kuruskal's algorithm for minimum spanning tree problem, **Maximal Flow Problem:** Linear programming modeling of maximal flow problem, Maximal Flow problem (MFP) algorithm, **Integer Programming:** Integer programming formulations, Cutting plane algorithm, Branch and bound technique, 0-1 implicit enumeration technique for generalized 0-1 programming problem

UNIT 4

Inventory Control: Purchase model of inventory for multi-item with inventory carrying cost constraint, EOQ for purchase model of inventory for multi-item joint replenishment with space constraint, **Dynamic Programming:** Stage coach problem, Cargo loading problem, Minimizing Total tardiness in single machine scheduling problem, Optimal subdividing problem, Solution of linear programming, **Queueing Theory:** Simulation for queueing problems, Need for simulation, Simulation using high level languages, Introduction to GPSS (general Purpose Simulation System)

UNIT 5

Game theory: Linear programming approach for game theory, **Goal Programming:** Goal programming model, Simplex method for goal programming, **Parametric Linear Programming:** Changes in objective function coefficients, Changes in right-hand side constants, **Non-Linear Programming:** Lagrangean method, Kuhn-Tucker condition, Quadratic programming, Separable programming, Chance-constrained programming or Stochastic programming

TEXT BOOKS

1. Panneerselvam, R., OPERATIONS RESEARCH, phi Learning Pvt. Ltd., New Delhi, 2006.
2. Hiller and Lieberman, Introduction to Operations Research, Tata McGraw Hill, New Delhi, 2009.

REFERENCES

1. Wagner, Harvey M., Principles of Operations Research, Prentice-Hall, Englewood Cliffs, N.J., 1969.
2. Taha, H. A., Operations Research – An Introduction, Pearson Education, New Delhi, 2017.

MAGAZINES & OTHER SOURCES

1. www.or.pubs.informs.org (Popular Operations research Journals)
2. www.emeraldinsight.com (A renowned research journal database)
3. www.spinger.com (European Journal of Operations Research)

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.

UNIT-I

Advanced Production System Concept: Forecasting using Multiple Regression (Matrix Method), Introduction to CIM, FMS, Reverse Engineering, Integrated Business Logistics, ERP.

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: Branch and Bound Algorithm to Minimize Mean Tardiness, Simple heuristic to minimize total tardiness, Flow Shop Scheduling: Branch and Bound Technique to minimize make span, CDS heuristic - Job Shop Scheduling: priority rules, Non-delay schedule generation - Travelling Salesman Problem and its use to solve Single Machine Scheduling Problem with dependent set up time.

UNIT-IV Assembly Line Balancing: COMSOAL, Resource Allocation and Resource Leveling in Project Networks - Replacement Analysis: - Due to Complete Failure - Distinction between Break Down Maintenance and Preventive Maintenance - Use of Simulation for Maintenance Management Decision, AHP for vendor rating

UNIT-V Inventory Models - Probabilistic Models – Multi-Item Model with Storage Limitation, Purchase model of inventory for multi-item Joint Replenishment without shortages, Manufacturing model of inventory for multi-item Joint Replenishment without shortages, P&Q Systems of Inventory, ABC Classification, VED Analysis, FSN Analysis, XYZ Analysis, Design of Single Sampling Plan using Nomogram.

TEXT BOOK:

1. Panneerselvam. R, PRODUCTION AND OPERATIONS MANAGEMENT- 3rd Edition, PHI learning, Delhi, 2012.

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 MANAGEMENT - THEORY AND PROBLEMS, (McGraw Hill).
4. Norman Gaither: PRODUCTION AND OPERATIONS MANAGEMENT, (The Dryden Press).
5. Panneerselvam, R., OPERATIONS RESEARCH- 2nd Edition, PHI learning, Delhi, 2006.
6. Jack R. Meredith, THE MANAGEMENT OF OPERATION, (John Wiley & Sons).

COMPUTER INTEGRATED MANUFACTURING SYSTEMS

UNIT I

Manufacturing System Management: Types of production system, CAD and CAM, Concurrent engineering, Design for Manufacturing (DFM), Design for Assembly (DFA), Review of aggregate planning, Master production planning, Materials Requirement Planning (MRP), Capacity requirements planning (CRP)

UNIT II

CIM: Need for CIM, Objectives of CIM, major components of CIM, **Standard Architecture of CIM:** IBM Architecture of CIM, Digital Equipment Corporation CIM Architecture, CASA/ SME's CIM wheel, Components of manufacturing enterprise, Integrated view of CIM (Hierarchical Planning and Control of CIM, Various Modes of Factory data Exchange), Benefits of CIM, **Mathematical Models of Production Performance:** Performance Measures of Layout, Performance Measures of Capacity Planning, Performance Measures of Inventory Systems, ABC Analysis, Measures of Performance of Single Machine Scheduling Problem, Measures of Performance of Flow Shop Scheduling Problem, Measures of Performance of Job Shop Scheduling Problem, Performance Measures of Maintenance System, **Lean Manufacturing:** Steps of Lean Manufacturing, Components of Lean Manufacturing, **Total Productive Maintenance:** Objectives of TPM Equipment maintenance techniques, Pillars of TPM

UNIT III

Just-In-Time: Types of Kanban, Push/pull production, Kanban systems - Pull system, **Agile Manufacturing:** Dimensions, Bolts and nuts of agile manufacturing, **Computer Aided Process Planning (CAPP):** Variant Process Planning, Generative Process Planning, Knowledge-Based Process Planning, Benefits of CAPP, Feature Recognition in CAPP, FEATURES – A Feature Recognition System, **Algorithms for Group Technology:** Rank Order Clustering (ROC) Algorithm, Bond Energy Algorithm , Production Flow Analysis (PFA), Hierarchical Clustering Algorithm/ Single Linkage Clustering Algorithm, **Classification and Coding System:** Opitz Classification and Coding System, MICLASS system, Multiclass, DCLASS, Introduction to Automated Guided Vehicle System (AGVS)

UNIT IV

Flexible Manufacturing Systems (FMS): Types of flexibility of FMS, Objectives of FMS, Elements of FMS, types of FMS, Types of FMS layout, Complete FMS, **FMS Scheduling:** Review of single machine scheduling, flow scheduling, Job shop scheduling, **Shop Floor Control:** Operation/production planning and control, Shop floor data collection, Shop floor control elements, Types of factory data collection system, Types of data capturing techniques, Barcode Technology, Radio Frequency Identification (RFID), Machine Vision, Automated data collection systems, **Fundamentals of Communication:** Factory communication linkages, Components of communication, Data flow, **Networks:** Network topology, Types of Networks, Types of data transmission, Computer Network Models [OSI Reference Model, TCP/IP Reference Model, Manufacturing Automation Protocol (MAP), TOP (Technical Office Protocol)]

UNIT V

Geometric Modelling: Wireframe modelling, Surface modelling, Solid modelling [Constructive Solid Geometry, Boundary Representation (B-Rep)], **Robotics:** Terminologies of robot, Coordinate systems, Point to Point Type Robot, Continuous Path Type Robot, drive systems of robot, Robot precision, Applications of robots, **Sensing:** Range sensor, Time-of-flight range finders, Proximity sensors, Touch sensors, Force and torque sensors, **Robot End Effector:** Grippers, Mechanical grippers, Gripper mechanisms, Tools as end effectors, **Robot Programming:** Lead through programming methods, Essentials of robot programming (path in space), Select commands to operate robot, Textual robotic languages (Introduction to VAL II, AL and AML robot languages)

TEXT BOOKS

1. Kant Vajpayee, S., Principles of Computer-Integrated Manufacturing, Prentice-Hall of India Private Limited, New Delhi, 1995.
2. Rao, P.N., Tewari, N.K. and Kundra, T.K., Computer Aided Manufacturing, Tata McGraw Hill Publishing Company, Delhi, 1993.
3. Schilling, R.J., Fundamentals of Robotics- Analysis & Control, Prentice Hall of India Private Limited, New Delhi, 1990.

REFERENCES

1. Radhakrishnan, S and Subramanyan, S., CAD/CAM/CIM, Wiley Eastern Limited, New Delhi, 1994.
2. Panneerselvam, R., Production and Operations Management (3rd Edition), PHI Learning Pvt. Limited, New Delhi, 2012.
3. Craig, J.J., Introduction to Robotics: Mechanics and Control, Pearson Education, New Delhi, 2009.
4. FU, K.S., Gonzalez, R.C. and Lee, C.S.G., Robotics: Control, Sensing, Vision and Intelligence, McGraw-Hill Book Company, Singapore, 1987.
5. Groover, M.P., Weiss, M., Nagel, R.N., Odrey, N.G. and Dutta, A., Industrial Robotics: Technology, Programming, and Applications, McGraw Hill Education (India) Private Limited, New Delhi, 1986.

WEBSITES

1. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.135.4069&rep=rep1&type=pdf>
2. <http://www.alphace.ac.in/downloads/notes/me/10me61.pdf>
3. <http://www.ignou.ac.in/upload/UNIT%201-55.pdf>
4. <http://www.me.nchu.edu.tw/lab/CIM/www/courses/Computer%20Integrated%20Manufacturing/Chapter2%20-CIM-introduction.pdf>
5. <http://www.seas.upenn.edu/~robo2005/CIMslides.pdf>
6. <http://www.simflow.net/Publications/Books/CIMIE-Part1.pdf>

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

UNIT-I

System concept, Need for simulation, Types of model, Major steps of simulation, Types of simulation, Advantages of simulation, Monte-Carlo simulation, Methods of random number generation- Mid-square method, Multiplicative Congruential method, Testing of randomness of random numbers- Chi-square method, Kolmogorov-Smirnov Test, Run test

UNIT-II

Random variate formulas for Uniform distribution, Exponential distribution, Poisson distribution, Methods of Random variate generation for Normal distribution, Gamma distribution.

Introduction to simulation languages – GPSS, SIMULA I, SIMSCRIPT, GASP, SIMAN, DYNAMO.

UNIT III

Simulation using high level language- Single server model with single queue, Parallel server model with single queue, Single server queueing system with two queues with alternate service, Single server queueing system with balking and with reneging, Single server queueing model with single queue with bulk arrivals, Inventory system, Assembly line system

UNIT IV

GPSS Preliminary blocks- GENERATE, QUEUE, DEPART, TERMINATE, SEIZE, RELEASE, ADVANCE, TABLE OF DEFINITION, ENTER, LEAVE, STOELAG, TRANSFER BLOCKS, SAMPLING PROBABILITY DISTRIBUTION

UNIT V

GPSS- Standard Numerical attributes (SNAs), Transaction parameters, Priority block, Select Block, Equivalence Declaration, Table Entity.

ARENA Modules - Basic Process Modules, Advanced Process Module Panel, Data Modules

Simulation case Studies in Manufacturing and Service organizations.

REFERENCE

TEXT BOOKS:

1. R. PANNEERSELVAM and P. SENTHILKUMAR, SYSTEM SIMULATION, MODELLING AND LANGUAGES, PHI Learning, Delhi.
2. J. Banks, J.S. Carson B.L. Nelson, D.M. Nicol, S. Shah and P. Shahabudeen, DISCRETE EVENT SYSTEM SIMULATION, Pearson Education, 2011, New Delhi.

REFERENCES:

1. G. Gordon, System Simulation, Prentice- Hall.
2. T.H. Naylor, et.al., COMPUTER SIMULATION TECHNIQUES, John Wiley.
3. Michael Pidd, COMPUTER SIMULATION IN MANAGEMENT SCIENCE, John Wiley.
4. R.E. Shannon, SYSTEM SIMULATION: THE ART OF SCIENCE, Prentice-Hall.
5. R. Panneerselvam, OPERATIONS RESEARCH, PHI Learning, Delhi.

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, 2014.** An introduction to six sigma and process improvement 2e, Cengage Learning India Private Limited, New Delhi - 110092.
2. **Thomas Pyzdek and Paul Keller ,2015.** The Six Sigma Handbook, Fourth Edition by -McGraw-Hill.

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. **Georgette Belair and John O' Neill 2007.** Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.

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. **Kuczmarski, 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, 2013. Tata McGraw Hill Publishing Company Limited, New Delhi.
2. **Robert Johnston and Graham Clark, 2012.** Service Operations Management: Improving Service Delivery, Pearson Education, Delhi.

REFERENCES:

1. **William J Stevenson,** 2017. 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, Barry Render, Chuck Munson and Amit Sachan,** 2017. Operations Management: Pearson Education, 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 an original case for a Service Operations Management Project in a government organisation.
2. Develop an original case for a Service Operations Management Project in a financial organization
3. Develop an original case for a Service Operations Management Project in a Hospital.
4. Develop an original case for a Service Operations Management Project in an educational institution.
5. Develop an original case for a Service Operations Management Project in Tourism.
6. Develop an original case for a Service Operations Management Project in a Hotel
7. Develop an original case for a Service Operations Management Project in retail industry
8. Develop an original case for a Service Operations Management Project in Telecommunication Industry

SUPPLY CHAIN ANALYTICS

COURSE OBJECTIVES:

The objective of this course is to study key decision areas in supply chain design and operation. Students will learn what data is needed and how to use these data to measure supply chain performance, such as inventory levels, product availabilities, vendor performance, warehouse operations efficiency and customer service levels. Subsequently, they will learn how to use data and apply various tool and methods to analyse trends, forecast the customer demand, extract knowledge and business intelligence, and make decisions. Finally, through the analysis and discussion of case studies they get useful insights on how to optimize the value of supply chain processes and operations, to streamline the goals and to design flexible supply chains.

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 exercises

UNIT I: BUILDING A STRATEGIC FRAMEWORK TO ANALYZE SUPPLY CHAINS

- a. Understanding the Supply Chain
- b. Supply Chain Performance: Achieving Strategic Fit and Scope
- c. Supply Chain Drivers and Metrics

UNIT II: DESIGNING THE SUPPLY CHAIN NETWORK

1. Designing Distribution Networks and Applications to Online Sales
2. Network Design in the Supply Chain
3. Designing Global Supply Chain Networks

UNIT III: PLANNING AND COORDINATING DEMAND AND SUPPLY IN A SUPPLY CHAIN

1. Demand Forecasting in a Supply Chain
2. Aggregate Planning in a Supply Chain
3. Sales and Operations Planning in a Supply Chain
4. Coordination in a Supply Chain

UNIT IV: PLANNING, MANAGING INVENTORIES IN A SUPPLY CHAIN AND TRANSPORTATION NETWORKS

1. Managing Economies of Scale in a Supply Chain: Cycle Inventory
2. Managing Uncertainty in a Supply Chain: Safety Inventory
3. Linking Product Availability to Profits
4. Transportation in a Supply Chain

UNIT V: MANAGING CROSS FUNCTIONAL DRIVERS IN A SUPPLY CHAIN

1. Sourcing Decisions in a Supply Chain
2. Pricing and Revenue Management in a Supply Chain
3. Sustainability and the Supply Chain
4. Information Technology in a Supply Chain

TEXTBOOK (S):

1. Chopra S (2019), Supply Chain Management: Strategy, Planning and Operation, 7th Edition, Pearson Education, USA.
2. Fisher M. and Raman A. (2010). The new Science of Retailing: How analytics are transforming the supply chain and improving performance, Harvard Business Press, Boston, Massachusetts, USA

REFERENCES:

1. Feigin G. (2012). Supply Chain Planning and Analytics: The right product to the right place at the right time, Business Expert Press, New York, USA.
2. Handfield R. (2006). Supply Market Intelligence: A managerial handbook for building sourcing strategies, Taylor and Francis Group, Auerbach Publications, New York, USA.

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. Develop models for making network design decisions and use optimization methods for facility location and network design decisions using Excel and Decision Analysis
2. Use decision tree methodologies to evaluate supply chain planning and capacity allocation decisions under uncertainty
3. Apply forecasting methods as well as formulate and solve optimization problems using Excel Spreadsheets

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**, 2017. Supply Chain Management-Text and Cases, Pearson Education, Noida 201309.

REFERENCES:

1. **Sunil Chopra, Peter Meindl and D.V.Kalra** ,2016. Supply Chain Management: Strategy, Planning and Operations, Pearson, Noida.
2. **Joel D Wisner, G. Keong Leong and Keah- Choon Tan**, 2011. Principles of Supply Chain Management- A Balanced Approach, Cengage Learning, New Delhi.
3. **John J. Coyle, C. John Langlely, Brian J. Gibson, Robert A. Novack and Edward J. Bardi**, 2013. 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 student 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 an original case for a Total Quality Management project in a government organization.
2. Develop an original case for a Total Quality Management project in a financial organization
3. Develop an original case for a Total Quality Management project in a Hospital.
4. Develop an original case for a Total Quality Management project in an educational institution.
5. Develop an original case for a Total Quality Management project in a company manufacturing any product

SYSTEMS ELECTIVIES

BUSINESS INTELLIGENCE

Objectives

- **This subject aims to presents the importance of data and data warehouse**
- **It also gives different methods perform data mining to find useful patterns if any**
- **It focuses on Business performance measures**

UNIT I

Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools and techniques, Major vendors.

UNIT II

Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures. Data warehouse process overview. Data integration, ELT.

Data warehouse development – Vendors, Development approaches, Representation of data in data warehouse, OLAP Vs OLTP, OLAP operations Implementation issues of data warehouse, Administration, security and future trends of data warehouse.

UNIT III

Business performance management (BPM) – Overview, Definition, BPM Vs BI, Strategize, Plan, Monitor, Act and Adjust of BPM, Performance management, BPM methodologies, technologies and applications, Performance dashboards and scoreboards.

UNIT IV

Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods, meta heuristics, Artificial neural networks for data mining, data mining software tools.

UNIT V

Text mining – concepts and definitions, Natural language processing, Applications, Process, Tools. Web mining – overview, web content mining, Web structure mining, Web usage mining.

BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems, On demand BI, Issues of legality, privacy and ethics, Social networks and BI for collaborative decision making, RFID and new BI application opportunities.

TEXT:

Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.

Reference

Sonar, R.M., Next generation Business Intelligence – A Knowledge Based Approach, VIKAS Publications, New Delhi, 2011.

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 an E-Commerce project in a financial organization
2. Develop an original case for an E-Commerce project in a company manufacturing any product
3. Develop an original case for an E-Commerce project in retail industry
4. Develop an original case for an E-Commerce project in Telecommunication Industry
5. Develop an original case for an E-Commerce project in B2C application
6. Develop an original case for an E-Commerce project in B2B application
7. Develop an original case for an 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 McGrawHill, 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.rsps.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.