

**INSTITUTE OF MANAGEMENT IN KERALA (IMK)
SCHOOL OF BUSINESS MANAGEMENT AND
LEGAL STUDIES
UNIVERSITY OF KERALA**



MBA PROGRAMME (GENERAL)

SCHEME AND SYLLABUS

**(UNDER CREDIT AND SEMESTER SYSTEM WITH EFFECT
FROM 2017 ADMISSION ONWARDS)**

Programme objectives:

- Students will be able to understand the theory and practice gap in the field of management
- Students will develop professional skills that will prepare them to perform effectively as employee and also as an entrepreneur
- Students will understand ethical, legal, financial, marketing, human resources and social issues and responsibilities
- Students will be able to solve real problems through effective team work, communication and critical thinking
- Students will be able to adapt to the ever changing environment and will be receptive to new skills and new competencies.
- Students will be given assignments and seminars which will mould their leadership capabilities, professional ethics and subject insights.
- Students will be able to effectively communicate both in written and oral business communication.

Structure of the MBA (General) Programme (Under Credit and Semester System w.e.f. 2017 admissions)

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-C-411	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	3
	MGT-C-412	MANAGERIAL ECONOMICS	3
	MG- C-413	ACCOUNTING FOR MANAGERS	3
	MGT-C-414	QUANTIATIVE TECHNIQUES	3
	MGT-C-415	OPERATIONS MANAGEMENT	3
	MGT-C-416	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	3
	MGT-C-417	ENVIRONMENTAL MANAGEMENT	3
II	MGT-C-421	LAWS FOR BUSINESS	3
	MGT-C-422	RESEARCH METHODS FOR MANAGEMENT	3
	MGT-C-423	HUMAN RESOURCE MANAGEMENT	3
	MGT-C-424	MARKETING MANAGEMENT	3
	MGT-C-425	FINANCIAL MANAGEMENT	3
	MGT-C-426	COMMUNICATION SKILLS	3
	MGT-C-427	BUSINESS PLANNING AND ENTREPRENEURSHIP	3
	MGT-C-428	OPERATIONS RESEARCH	3
III	MGT –C-431	ORGANISATIONAL STUDY	3
	MGT- C-432	MANAGEMENT INFORMATION SYSTEMS	3
	Internal electives		
	MGT-E-433	ADVERTISING AND SALES PROMOTION	2
	MGT-E-434	SALES MANAGEMENT	2

	MGT-E-435	CONSUMER BEHAVIOUR	2
	MGT-E-436	PUBLIC RELATIONS AND CUSTOMER RELATIONSHIP MANAGEMENT	2
	MGT-E-437	PRODUCT MANAGEMENT	2
	MGT-E-438	INTERNATIONAL MARKETING	2
	MGT-E-439	SERVICE MARKETING	2
	MGT-E-4310	MARKETING RESEARCH	2
	MGT-E-4311	RETAIL MARKETING	2
	MGT-E-4312	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	2
	MGT-E-4313	PROJECT FINANCING	2
	MGT-E-4314	MANAGEMENT OF FINANCIAL SERVICES	2
	MGT-E-4315	CORPORATE RESTRUCTURING	2
	MGT-E-4316	INTERNATIONAL FINANCE	2
	MGT-E-4317	INVESTMENT BANKING	2
	MGT-E-4318	FINANCIAL DERIVATIVES	2
	MGT-E-4319	PERSONAL FINANCIAL PLANNING	2
	MGT-E-4320	COMMODITIES MARKETS	2
	MGT-E-4321	HUMAN RESOURCE DEVELOPMENT	2
	MGT-E-4322	ORGANIZATION DEVELOPMENT AND CHANGE	2
	MGT-E-4323	CAREER MANAGEMENT	2
	MGT-E-4324	GROUP DYNAMICS AND TEAM BUILDING	2
	MGT-E-4325	HUMAN RESOURCE COUNSELING	2
	MGT-E-4326	INDUSTRIAL RELATIONS AND LABOUR LAWS	2
	MGT-E-4327	GLOBAL HRM	2
	MGT-E-4328	PERFORMANCE MANAGEMENT	2
	MGT-E-4329	SYSTEM ANALYSIS AND DESIGN	2
	MGT-E-4330	SOFTWARE ENGINEERING	2
	MGT-E-4331	OBJECT ORIENTED PROGRAMMING	2
	MGT-E-4332	SOFTWARE PROJECT MANAGEMENT	2
	MGT-E-4333	SUPPLY CHAIN MANAGEMENT	2
	MGT-E-4334	TOTAL QUALITY MANAGEMENT	2
	MGT-E-4335	PURCHASING AND MATERIALS MANAGEMENT	2
	MGT-E-4336	INTRODUCTION TO RETAILING	2
	MGT-E-4337	RETAIL SUPPLY CHAIN MANAGEMENT	2
	MGT-E-4338	RETAIL STORE MANAGEMENT	2
	MGT-E-4339	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	2
	MGT-E-4340	INTERNATIONAL TRADE MANAGEMENT	2
	MGT-E-4341	PURCHASING AND MATERIALS MANAGEMENT	2
	MGT-E-4342	DISTRIBUTION AND TRANSPORTATION	2
	MGT-E-4343	INTERNATIONAL MARKETING	2
	MGT-E-4344	INTERNATIONAL FINANCE	2
	MGT-E-4345	GLOBAL HRM	2
	MGT-E-4346	INTERNATIONAL BUSINESS ENVIRONMENT	2
IV	MGT -C-441	STRATEGIC MANAGEMENT	3
	Internal Electives		
	MGT-E-442	LOGISTICS MANAGEMENT	2
	MGT-E-443	BRAND MANAGEMENT	2
	MGT-E-444	ENTREPRENEURIAL MARKETING	2
	MGT-E-445	STRATEGIC MARKETING MANAGEMENT	2
	MGT-E-446	INDUSTRIAL MARKETING	2
	MGT-E-447	MANAGEMENT CONTROL SYSTEMS	2
	MGT-E-448	WORKING CAPITAL MANAGEMENT	2
	MGT-E-449	MANAGEMENT OF FINANCIAL INSTITUTIONS	2
	MGT-E-4410	TREASURY MANAGEMENT	2
	MGT-E-4411	INSURANCE MANAGEMENT	2
	MGT-E-4412	FINANCIAL STATEMENTS ANALYSIS AND FINANCIAL PLANNING	2

	MGT-E-4413	PERSONALITY AND MANAGERIAL PERFORMANCE	2
	MGT-E-4414	CONFLICT RESOLUTION AND NEGOTIATIONS	2
	MGT-E-4415	EVENT MANAGEMENT	2
	MGT-E-4416	KNOWLEDGE MANAGEMENT	2
	MGT-E-4417	INTERNET PROGRAMMING AND WEB DESIGN	2
	MGT-E-4418	BUSINESS INTELLIGENCE AND DATA WAREHOUSING	2
	MGT-E-4419	WORLD CLASS MANUFACTURING	2
	MGT-E-4420	TECHNOLOGICAL EXCELLENCE	2
	MGT-E-4421	TECHNOLOGY MANAGEMENT	2
	MGT-E-4422	RETAIL BRAND MANAGEMENT	2
	MGT-E-4423	CUSTOMER RELATIONSHIP MANAGEMENT IN RETAILING	2
	MGT-E-4424	MALL MANAGEMENT	2
	MGT-E-4425	GLOBAL CULTURAL MANAGEMENT	2
	MGT-E-4426	INTERNATIONAL ECONOMICS	2
	MGT-E-4427	WAREHOUSING, PACKING AND MATERIALS HANDLING	2
	MGT-E-4428	OUTSOURCING AND LOGISTICS SERVICE PROVIDERS	2
	MGT-E-4429	LOGISTICS INFORMATION SYSTEMS	2
	MGT- D-541	DISSERTATION	5

Extra Departmental Elective Courses

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-X-411	TEAM BUILDING	2
	MGT-X-412	MANAGING RURAL MARKETS	2
II	MGT-X-421	CAREER MANAGEMENT	2
	MGT-X-422	MANAGING DIVERSITY IN WORKPLACE	2
III	MGT-X-431	ECOTOURISM	2
	MGT-X-432	BASICS OF RETAILING	2
IV	MGT-X-441	SIX SIGMA	2
	MGT-X-442	RESPONSIBLE TOURISM	2

Credit Structure of the MBA (General) Programme (Under Credit and Semester System w.e.f. 2017 admissions)

Semester No.	Course Code	Name of the Course	Number of Credits
I	MGT-C-411	PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	3
	MGT-C-412	MANAGERIAL ECONOMICS	3
	MGT-C-413	ACCOUNTING FOR MANAGERS	3
	MGT-C-414	QUANTITATIVE TECHNIQUES	3
	MGT-C-415	OPERATIONS MANAGEMENT	3
	MGT-C-416	BUSINESS ENVIRONMENT AND CORPORATE ETHICS	3
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	MGT-C-422	RESEARCH METHODS FOR MANAGEMENT	3
	MGT-C-423	HUMAN RESOURCE MANAGEMENT	3
	MGT-C-424	MARKETING MANAGEMENT	3

	MGT –C-425 MGT- C-426 MGT- C-427 MGT- C-428	FINANCIAL MANAGEMENT COMMUNICATION SKILLS BUSINESS PLANNING AND ENTREPRENEURSHIP OPERATIONS RESEARCH	3 3 3 3
III	MGT –C-431 MGT- C-432	ORGANISATIONAL STUDY MANAGEMENT INFORMATION SYSTEMS	3 3
	Internal electives		
	1.		2
	2.		2
	3.		2
	4.		2
IV	MGT –C-441 Internal Electives	STRATEGIC MANAGEMENT	3
	1.		2
	2.		2
	3.		2
	4.		2
	MGT- D-541	DISSERTATION	5

Extra Departmental Elective Courses

Semester No.	Course Code	Name of the Course	Number of Credits
I-IV	1.		2
	2.		2

Total Credits

83

SEMESTER : I
COURSE CODE : MGT- C - 411
COURSE TITLE : PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR
CREDITS : 3

AIM: The aim of this course is to provide a fundamental exposure to the students on the theories in management and the practice and the nuances of organizational behavior.

OBJECTIVES: The course introduces the student to the history of management, management process, organizational behavior, decision making, communication and leadership

COURSE CONTENT:

Module I History of scientific management – pioneers, Mary Follet, Fredrick.W.Taylor, Gilbreth, Henry Fayol etc. and their contributions – Schools of Management thought – the behavioural science school, quantitative school, scientific management school etc. – comparison.

Module II Process of management – planning – types of plans – organizing – organization design – structure & process – line & staff – delegation – centralization and

decentralization – directing and controlling – control techniques. Functions of management in the context of globalization and opening up of economy – Coping with economic downturns – Future of management.

- Module III Contributing disciplines to the understanding of OB – Historical evolution of OB – contemporary applications and challenges of OB – Developing a comprehensive and holistic of OB – Theoretical perspectives of human behavior: Perception, Learning, Motivation and Personality.
- Module IV Decision Making: Decision making models – Reasoning and problem solving – Factors affecting decision making – Communication: Communication process – Factors affecting communication – Channels of communication – barriers to effective communication – Improving interpersonal and organization communication..
- Module V Interpersonal dynamics: Developing interpersonal awareness – Johari Window – Transaction analysis – Empathy and Assertiveness Groups: Definition and classification of groups – Development of groups – groups structure – Roles, norms, and status – Group decision making.
- Module VI Teams – Developing high performance teams. Leadership – Power and Politics – Conflicts – Negotiation – Developing negotiating skills – Organizational culture – Change Management.

REFERENCES:

1. Essentials of Management 7th Edition – Harold Koontz & Heinz Weihrich, the McGraw-Hill Companies, 2012.
2. Management 6th Edition James A F Stoner, R Edward Freeman & Daniel R Gilbert, Pearson Education, 1989.
3. Management challenges for the 21st Century, Peter Drucker, Harper Collins, 1999.
4. Organizational Behaviour – Concepts Controversies and Applications, 15th edition, Stephen P. Robbins, Pearson, 2016.
5. Organizational Behaviour, 12th edition, Fred Luthans, Mc Graw Hill education, 2011.
6. Behaviour Organization, 6th edition, Jerald Green Berg and Robert A. Baron, Prentice Hall, 1996
7. Fundamentals of Organizational Behaviour, Michael R. Carrel et al, Prentice Hall, 1997.

ADDITIONAL RESOURCES: www.amazon.com, <https://www.mheducation.co.in>, www.swlearning.com, www.pearsoned.co.in

SEMESTER : I
COURSE CODE : MGT- C - 412
COURSE TITLE : MANAGERIAL ECONOMICS
CREDITS : 3

AIM: The aim of this course is to develop an understanding of the basic concepts, tools and techniques of economics and their application to various areas of corporate decision making. This course also helps the students to appraise business around him and to develop skills relate corporate decision on the future prospects of business.

OBJECTIVES: The course offers the role of economics in business, production function, pricing, national income and money and taxation.

COURSE CONTENT:

- Module I Relevance of Economics for business decisions – Role of Managerial Economist and Business decision making – Demand Analysis – Demand curve and demand function – Elasticity of demand and its estimation – Demand Forecasting.

- Module II Production and cost of production – production function – cost function in the short run and in the long run – cost concepts – practical applications of cost functions – cost volume profit Analysis – Break even chart – Economics of scale and scope.
- Module III Market structure and price – output decisions – pricing under perfect competition – competitive equilibrium and economic efficiency – market failures and rule of government – pricing under monopoly – monopolist’s output decision – monopoly power and its measurement – regulation in practice.
- Module IV pricing under Oligopoly – Nash Equilibrium – Cournot Model Collusion and Cartel – Indian Type of Cartel- National Income Accounting and their implication in business decision – Aggregate Demand and Supply.
- Module V Consumption, Investments, Exports, Imports, Liquidity preference, wages and profits, Employment Equilibrium of the Keynesian Model – solutions for income, employment and interest rate – Multiplier and Accelerator.
- Module VI Budget and Taxation – Concept of value Added Tax. Monetary Theory and practice – Quantity theory of money – objectives and Instrument of monetary policy – Bank Rate policy – changes in SLR, CRR, Open Market operations, Selective Credit Controls – Exchange Rate Management – Financial Markets – Indian and International.

REFERENCES:

1. Economics, 4th Edition, Joseph Stiglitz and Carl Walsh, WW Norton and Company, 2006.
2. Fundamentals of managerial economics, 8th Ed., Hirschey, Mark, South-western College Publications, South Western, 2003.
3. Managerial Economics, Joel Dean, Prentice Hall, 1951.
4. Managerial Economics, 4th edition, Peterson and Lewis, Pearson, 2006.

ADDITIONAL RESOURCES: ocw.usu.edu, www.tru.ca, www.londoninternational.ac.uk, core.csu.edu.cn

SEMESTER : I
COURSE CODE : MGT- C- 413
COURSE TITLE : ACCOUNTING FOR MANAGERS
CREDITS : 3

AIM: The aim of the course is to familiarize the students with the financial accounting system which processes transactions to generate financial statements through the book keeping mechanism and to enable the students to understand the financial status and performance of the business enterprises on the basis of an analysis of the financial statements. It also seeks to develop students analytical and interpretative skills in the use of management and cost accounting information decision making, cost determination, control and budgeting.

OBJECTIVES: The course introduces the student to financial accounting, its basic concepts, analysis and interpretation and tools.

COURSE CONTENT:

- Module I Introduction to Financial Accounting – Purpose, use and role. Financial Accounting rules, concepts and conventions. Financial Accounting transactions, the process of recording, rules of book keeping and books of accounts – Double Entry book keeping, journalizing primary and secondary books of accounts.
- Module II The structure and contents of financial statements – The profit and loss account and the Balance Sheet. The need for adjusting entries – revenue recognition, accrual principle, depreciation, closing inventories and their valuation, band debts

and providing for doubtful debts, discounts, contingencies, prior year expenses etc.

- Module III The analysis of financial statements, Ratios and their uses. Types of ratios and their meaning using ratios to understand the financial status and performance of an organization.
- Module IV Funds Flow analysis, Inter firm comparisons and Trend analysis- Cost accounting and its purposes. Classification of Costs and their uses. Allocation of Costs. Cost centres.
- Module V Types (methods) of Costing, Activity Based Costing. Joint products and by-products. Relevant costs for decision making.
- Module VI Break Even and cost volume profit analysis. Budgeting, Standard Costing and Variance Analysis. Full and Direct Costing.

REFERENCES:

1. Financial statement analysis, R.L., Gupta & Radhaswamy, Sultan Chand, 1982.
2. Cost and management Accounting (A managerial emphasis), 15th edition, Charles T Horngren, Pearson, 2014.
3. Accounting for management, 3rd edition, Richard M. Lynch and Williamson, Mc Graw Hill, 2011.
4. Management and cost Accounting, 7th edition, Colin Drury, Cengage, 2007.
5. Management Accounting, 4th edition, Khan & Jain, Tata McGraw Hill, 2006.

ADDITIONAL RESOURCES: ocw.mit.edu, education-portal.com, hbsp.harvard.edu, www.imanet.org, www.open.ac.uk

SEMESTER : I
COURSE CODE : MGT- C-414
COURSE TITLE : QUANTITATIVE TECHNIQUES
CREDITS : 3

AIM: To equip the students with different statistical techniques to summarize, analyse the interpret data, which are essential for decision making along with familiarize to solve statistical problems using computer packages like SPSS.

OBJECTIVES: The course creates awareness on Matrix Algebra, Calculus and Probability, Descriptive Statistics, Sampling Theory and Basic Concepts in Statistical Inference, and Statistical methods.

COURSE DESCRIPTION:

- Module I **Matrix Algebra, Calculus and Probability** : Matrix : Concept of Matrix – types of matrices Square matrix, Diagonal matrix, Scalar matrix, identity matrix, Zero matrix and symmetric matrix : Addition Subtraction and multiplication of matrices : determinants : inverse of a matrix : solving homogeneous linear equations (Gauss – Jordan methods): Solving non homogeneous equations (Matrix inverse, Cramers and Gauss Jordan methods) Problems to management application. Calculus: Concepts of limit and continuity, differentiation and integration of simple algebraic functions: Applications in Management (Problems).
- Module II **Permutations and Combinations:** Concepts only (to apply it in probability and distributions). Probability Concept of random experiment: outcomes, sample space, events disjoint events Definitions probability (Classical, frequency and axiomatic). Addition rules: Conditional probability: Multiplication theorem Bayer's theorem: Problem solving with these concepts.
- Module III **Descriptive Statistics:** Descriptive statistics: Data : primary Data, Secondary Data, Summarization of data, measures of central tendency: Arithmetic mean – combined mean – Median – Mele Measures of dispersion Variance / standard deviation – Quartile deviation – 'Coefficient of variation, Movements (first 4 moments only),
- Module IV **Descriptive Statistics:** Skewness : Karl Pearson's and moment measures of skewness, Kurtosis : moment measures of kurtosis : Problems related to

management application. Probability Distributions: Random variable, probability density function, standard distributions – Binomial, Poisson and Normal Problems in Management Application.

Module V **Sampling Theory and Basic Concepts in Statistical Inference:** Sampling probability sampling and non-probability sampling: Sampling errors and non sampling errors: Methods of sampling: Simple random sampling – Stratified sampling – Systematic sampling – Cluster Sampling – Convenient / judgment sampling. Inference: Concept of statistical Sampling distributions, t, F and χ^2 , Estimator, Point and interval estimates (concepts only), Concepts of statistical hypothesis and testing of hypothesis.

Module VI **Statistical methods – II :** Correlation and Regression : Bivariate cases; Marginal and Conditional distributions (concepts only): Concept of correlation; Karl Pearson's coefficient of correlation , Spearman's rank correlation coefficient; Simple linear regression; Applications in management (Problems) – Time Series Analysis : Components of time series : Smoothing techniques : Moving average, Exponential smoothing, Trend analysis.

REFERENCES:

1. Statistics for management , Richard Levin & Rubin, Prentice Hall India,2002
2. Statistics Concepts and Applications, Pal. & Sankar, Prentice – Hall India,2005
3. Quantitative techniques, C.R. Kothari, Vikas Publishing House,2009
4. Quantitative Analysis for management, Render & Stair, prentice Hall of India,2005
5. Matrix and linear algebra, Dutta, prentice – Hall India,2002

ADDITIONAL RESOURCES: <http://www.statisticalassociates.com>, www.edu.plymouth.ac.uk
www.palgrave.com, www.wiley.com

SEMESTER : I
COURSE CODE : MGT – C-415
COURSE TITLE : OPERATIONS MANAGEMENT
CREDITS : 3

AIM: To introduce the students to the production and operations management function and stress its importance to the organization in the context of the increasingly competitive situation and new advancements in operations management practices.

OBJECTIVES: The course introduces the student to basic concepts, Vertical Integration, Production Planning and Control, Materials Management and Computer Based Integrated Manufacturing Systems.

COURSE CONTENT:

Module I Production as a value addition process – its ingredients – 5 P's of operations management – Material, man and machinery – Design function. Plant location – plant layout – Economy of size – Make/ Buy mix, productivity – work methods, work measurement techniques, capacity measurements.

Module II Vertical Integration – Quality Management, Quality control – Statistical Quality Control (including process control) TQM – ISO 9000, 14000 and SA 8000 and other international standards – Quality circles – JIT – Vendor selection and rating – quality problem solving tools- Six Sigma – Service Quality.

Module III Production Planning and Control – Forecasting – aggregate planning – development of MPS – capacity planning – shop floor control – Master and detailed schedules, work orders, route sheets, Job cards etc – Value analysis/engineering.

Module IV Materials Management – Stores management – maintenance management (including reliability concepts) Inventory Control – P & I system – safety stocks

Module V ABC – VED – two Bin – EOQ – MRP – I, MRP II – Inventory records – spare parts management – Concepts of SCM & Logistics

Module VI Computer Based Integrated Manufacturing Systems – CIM, CAM, Robotics, automated material, FMS, ERP, World class manufacturing – Project Management concepts – PERT/CPM (concepts) – Gantt Chart-Precedence diagram – Lessons from Japanese and Chinese manufacturing – challenges due to globalization.

REFERENCES:

1. Production and Operations Management, 6th edition, Buffa, Wiley, 2007.
2. Production and Operations Management, Ebert J. Adams, Prentice Hall, 1989
3. Production and Operations Management, S.N. Chary, Tata McGraw Hill, 2004
4. Operations Management, Panneerselvam, Prentice Hall, 2012
5. Production & Operations Management, Gaither. N. & Franzier. G, Thomson Learning, 1999.

ADDITIONAL RESOURCES: <https://www.iomnet.org.uk>, www.journals.elsevier.com, www.apics.org, www.poms.org

SEMESTER : I
COURSE CODE : MGT- C-416
COURSE TITLE : BUSINESS ENVIRONMENT & CORPORATE ETHICS
CREDITS : 3

AIM: To sensitize the students to the broader socio-political and economic environment within which they will operate as managers. The course seeks to examine the interaction between the economy, polity, society and ethical practices in historical perspective and enable the students to be more effective managers.

OBJECTIVES: The course offers with concepts, external factors influencing business, business ethics and corporate governance.

COURSE CONTENT:

Module I Business Environment: Concept, significance and factors – Environment influence on business – Environmental awareness and scanning for business planning. Social Environment of Business – Indian society – Demographic trend and social structure in India – Significance of growing middle class – social & cultural factor – inter-face between society and management – social change and development – Role of Manager in the social context.

Module II Political Environment of Business: Business – government interface – public policy formulation – Implications for Business. Strategies followed by business influencing public policies – Economic Environment & Business : an analysis of overall development Industry, Service sectors – policy, structure and performance of various sectors – Impact of globalization.

Module III National Income – Concepts, methods of measurement – Indicators of development. Human and physical Infra-structure for industrial development. The growth and development of public sector enterprises – Globalization – Privatization – Trends in foreign participation in Indian business – Industrial Policy – Export – Import policy – WTO, IPR, TRIPS, TRIMS –

Module IV Technological Environment and its implications to business – New Technologies – Choice of Technologies – Appropriate technology, Trade scenario, - New areas of growth – Economic effects of technology – Social consequences of technological change – Management's responsibility for technological change.

- Module V Introduction to ethics- Ethics and Value – Importance of ethics and business ethics- Factors affecting business ethics. Theories of ethics. Virtue, Virtue Ethics – Ethical dilemma, Ethical gap, Ethical leadership – Whistle blowing – Trade Secrets – Ethics and Business Strategy – Influence of Organizational Culture in Ethics – Ethics Committee – Ethical Audit.
- Module VI Corporate Governance: Corporate Social Audit – Ethics and Government – International Business Ethics. Corporate Board – Attributes, Duties, Responsibilities, Emerging Trends in Corporate Governance – Relevant Indian cases.

REFERENCES:

1. Business Environment – Text and Cases, Francis Cherunilam, Himalaya, 2015.
2. Business Environment, Vivek Mittal, Excel Books,2011.
3. Business ethics and corporate governance, Khanka SS, S.Chand and Co, 2014.
4. Perspectives in Business Ethics, Laura Hartman, Tata McGraw Hill, McGraw Hill,2017.
5. Business Ethics and Corporate Governance, Bhatia SK, Deep and Deep,2004
6. Indian Economy, R. Datt & KPM. Sundaram S. Chand & Sons, 2013.
7. Chakraborty, S.K., Management by Values, Oxford University press, 1998.

ADDITIONAL RESOURCES: business-ethics.com, highered.mheducation.com/sites, www.molsoncoors.com

SEMESTER : I
COURSE CODE : MGT- C-417
COURSE TITLE : ENVIRONMENTAL MANAGEMENT
CREDITS : 3

AIM: To introduce the concepts of environmental management that is becoming a major area of concern and also understand the dimensions, institutions of environmental management.

OBJECTIVES: The course introduces the student to Environment and its components, Environmental degradation, Dimensions of environmental management, Development Management and Environmental Management Institution.

COURSE CONTENT:

- Module I Environment and its components – Ecology – Forest – Wildlife – biotic and a biotic environment – Agricultural – fisheries – cycling of materials in the ecosystem – eco friendly farming – Lithosphere – atmosphere – hydrosphere – stratosphere – Food chain – Climate change – Carbon credit.
- Module II Environmental degradation – Population growth – Economic development – pollution – pollution control – sustainable development – Hazardous wastes – Energy and environment – alternate sources of energy.
- Module III Dimensions of environmental management – economic dimensions – technological dimensions – socio-cultural dimensions – ethical and moral dimensions – Participatory Environmental Management
- Module IV Integrated environmental management – managing the urban environment – managing the rural environment – environmental management systems – environmental audit.
- Module V Development Management – environment friendly – sustainable agriculture – sustainable forestry management – water resources management – industrial waste management – unclear waste management – municipal waste

management – hospital waste management – air quality management – coastal and marine resources management.

Module VI Environmental Management Institution – Environmental legislations – legal framework – national and international legislations – governmental institution for environmental management – private sector and civil society in environmental management – environmental awareness – environment friendly products – green taxes – academic and research institutions in environmental management.

REFERENCES:

1. Environmental management, Bala Krishnamurthy, Prentice Hall, 2008.
2. Environmental management, Jacob Thomas, Pearson, 2015.
3. Environmental management, NK Uberoi, Excel books, 2004.
4. Natural resources conservation and management, KK Singh, MD Publishing, 2008.
5. Urban Environmental Management, Shahab Faizal and Abhalakshmi Singh, BR Publishing, 2008.

ADDITIONAL RESOURCES: www.springer.com , www.emb.gov.ph, www.qld.gov.au, www.wyndham.vic.gov.au,

SEMESTER	:	II
COURSE CODE	:	MGT- C- 421
COURSE TITLE	:	LAWS FOR BUSINESS
CREDITS	:	3

AIM: To familiarize the students with important features of law relating to business like Administrative Law, Contract Law, Company Law etc. It will also give them an exposure to laws like civil and Criminal Procedure, and their relationship to business.

OBJECTIVES: The course creates awareness on the Administrative Law, Contract Law, Company Law, Income Tax Act and Sales Tax Act and VAT and Labour Laws

COURSE CONTENT:

- Module I Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principles of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suits against Government – torts and contracts – control of public undertakings.
- Module II Contract Law : General Principles – Essentials of a Valid Contract – Communication, Acceptance and revocation, void, voidable, unenforceable and illegal contracts – discharges of contracts – breach of contract and remedies.
- Module III Laws relating to partnership, Registration, Rights and Liabilities – Dissolution of a firm. Laws of Agency – Sale of goods – agreements to sell-contact for work – bailment, mortgage of goods – time purchases and relationships with sale – conditions and warranties – rights of an unpaid seller.
- Module IV Company Law: Evaluation – comparison of types of companies, incorporation, capital-kinds of shares, directors, meetings and resolutions accounts and audit, winding up different modes.
- Module V Preliminary ideas regarding Income Tax Act and Sales Tax Act and GST.
- Module VI Labour Laws – Factories Act, I D Act, Trade Union Act – Workman's Compensation Act, Law of Specific Relief, Injunctions, Civil and Criminal

procedures – relating to business, Negotiable Instrument Act – Cheques, Bills of Exchange, promissory Notes.

REFERENCES:

1. Text book on Law of Contract and Specific Relief, Avtar Singh, Eastern Book Co., 2016.
2. Principles of Mercantile Law, BK Bangia, Commercial Book, 1999.
3. Elements of Mercantile Law, N.D. Kapoor, S.Chand, 2017.
4. Handbook of Labour and Industrial Law, P.K. Malik, Poonam, 2015.
5. The constitution of India: BARE Act with short notes, AR Khan, Access Publishing, 2014.

ADDITIONAL RESOURCES: www.business.govt.nz/laws, www.business.qld.gov.au, www.findlaw.com

SEMESTER : II
COURSE CODE : MGT- C - 422
COURSE TITLE : RESEARCH METHODS FOR MANAGERS
CREDITS : 3

AIM: To equip the students with basic understanding of the research methodology and its application in management.

OBJECTIVES: The course introduces the student to introduction to business research, research process, Measurement of variables, Data analysis and interpretation and The research report.

COURSE CONTENT:

- Module I Introduction to business research – definition – research and managers – need for Business research – type of business research – major topics for research in business – business research in the 21st century – the manager and the consultant manager – research relationship – internal vs. external consultant/researchers – advantages and disadvantages – knowledge about research and managerial effectiveness – building blocks of science in research – induction – deductive method – case study.
- Module II The research process : An overview – types of research – explorative study – descriptive – causal research – influence of uncertainty on the research. Broad problem areas – preliminary data collection – nature of data to be gathered – background information of the organization. Literature survey – reasons – conduct – write up the literature review – problem definition – theoretical frame work.
- Module III Measurement of variables – operational definitions – dimensions and elements – Scales – nominal – ordinal, interval, ratio scales – dimensions of operational definition and scaling. Reliability and validity – goodness of measures – item analysis – types of validity.
- Module IV Data collection methods – primary sources of data – secondary sources – interviewing questionnaire – design – guidelines, other methods of data collection – observation – projective methods. Sampling – types – issues of precessions and confidence in determining sample size. Importance of sample, sampling design and sample size.
- Module V Data analysis and interpretation – getting data ready for analysis – editing data – Handling blank response – code – categorization – entering data. Data analysis – Testing goodness of fit of data – reliability – Cronbach's Alpha – choosing appropriate statistical techniques – parametric and non-parametric tests – multi variant analysis – analysis of dependence – analysis of interdependence –

multiple regression, discriminate analysis, factor analysis, cluster analysis – SPSS.

Module VI The research report – research proposal – characteristics of well written reports – contents – integral part of a report – oral presentation – handling questions – report format.

REFERENCES:

1. Research methods for business, Uma sekharan, John Wiley and Sons,2015.
2. Business research methods, Donald Cooper etal, Tata McGraw Hill, 2017
3. Research methodology, methods and techniques, CR Kothari, New Age, 2014.
4. Social Research methods, 5th Edition, Alan Bryman, Oxford, 2016.
5. Research methods, Ram Ahuja, Rawat, 2001.

ADDITIONAL RESOURCES: www.socialresearchmethods.net,www.thomsonreuters.com,processresearchmethods.org

SEMESTER	:	II
COURSE CODE	:	MGT- C - 423
COURSE TITLE	:	HUMAN RESOURCE MANAGEMENT
CREDITS	:	3

AIM: To provide the student the basic knowledge about the management of human resources and industrial relations. The focus is on organization or enterprise issues in the management of human resources and the changing role of Human Resource and Industrial Relations.

OBJECTIVES: The course provides with importance of HRM, its functions, Decision Making Process, Industrial Relations and Collective Bargaining.

COURSE CONTENT:

- Module I Human Resource Management in Organizations – Definition – Functions – Changing Role of HR Management in India – HR Manager – role & functions. Analysis and Designing of Jobs – Human Resource Planning – Human Resource Recruitment – Recruitment and Selection – Induction and Placement – Training and Development – Transfers and Promotions – Changing role of HRD in Management of Organization.
- Module II Performance Appraisal – Designing of Effective Performance Appraisal Systems – Wages and Salary Administration – Theories of Wages
- Module III Job Evaluation and merit rating – occupational health, safety and social security – Discipline Employee grievance and their redressal.
- Module IV Participation of Decision Making Process – Quality Circles – TQM – Role of Quality Circles in TQM – Personnel Management and Technological Change – Management of Change – Changing Role of Personnel Manager – Current Trends in Human Resources Management.
- Module V Industrial Relations – IR system in the Indian environment – ILO and Tripartite Bodies in India – Trade Union Movement in India – Recognition – Problems – management of Trade Unions – Industrial Laws India – Trade Union Act – Industrial Employment Standing Order Act – Industrial Disputes Act.
- Module VI Collective Bargaining – Industrial Relations in Public and Private Sector Organizations – Workers Participation in Management – Experience in different countries – Indian experience – Industrial Relations in the Present era – Role of Employees/ Employers in the changing business scenario.

REFERENCES:

1. Human Resource Management, Aswathappa, McGraw Hill, 2017
2. Human Resource Management, 14th edition, Dressler Gary, Prentice Hall of India,2015.
3. Personnel/Human Resources management, DeCenzo david A and Robbins Stephen P, Prentice hall of India,2013.
4. Essentials of Human Resource Managemnt, P Subba Rao,Himalaya, 2013.
5. Personnel management and Human resources, CS Venkatrathanam, Mc Graw Hill, 2004.

ADDITIONAL RESOURCES: www.humanresources.org , www.workforce.com ,
www.ihrim.org, www.humanresourcesiq.com

SEMESTER	:	II
COURSE CODE	:	MGT- C - 424
COURSE TITLE	:	MARKETING MANAGEMENT
CREDITS	:	3

AIM: To introduce the fundamental concepts and theories in the area of marketing and to assist the students in gathering, analyzing and presenting information for marketing decision making.

OBJECTIVES: The course introduces the student to concepts, Market segmentation, Customer satisfaction, Pricing and service marketing.

COURSE CONTENT:

- Module I Marketing – Importance, Scope – Evaluation of Marketing concept – Marketing environment – Marketing and its allied functions
- Module II Market segmentation – strategies and process – Positioning : strategies, positioning of services, perceptual mapping – Differentiation and Market targeting – Consumer behavior : Individual and industrial – Marketing Research.
- Module III Customer satisfaction – Customer Relationship management – Product management – product portfolio analysis – New product management – Brand Management.
- Module IV Pricing : Pricing methods, factors influencing pricing, pricing strategies – Channel management : Retailing, supply chain management, logistics management –
- Module V Integrated marketing communication : Advertising, sales promotion, Personal selling, publicity and public relations.
- Module VI Services marketing – Rural marketing – International marketing – Marketing warfare – online marketing – e-commerce – green marketing – viral marketing – social marketing – innovations in marketing.

REFERENCES:

1. Marketing Management, 15th edition, Philip Kotler etal, Pearson Education,2015
2. Marketing – Text and cases, KS Chandrasekar, Vijay Nicole/McGraw Hill education,2013.
3. Marketing Management – Planning, Implementation and Control- Indian context, V.S. Ramaswamy and S. Namakumari, Macmillan,2009.
4. Marketing, 14th edition, Stanton, Walker & Etzel, Tata McGraw Hill, 2017.
5. Marketing management, Rajan Saxena, McGraw Hill, 2009.

ADDITIONAL RESOURCES: www.salesandmarketing.com, www.prontomarketing.com,
www.marketingprofs.com

SEMESTER : II
COURSE CODE : MGT –C - 425
COURSE TITLE : FINANCIAL MANAGEMENT
CREDITS : 3

AIM: To make the student understand various concepts in Corporate Finance, to familiarizes them with techniques in financial management and focus on the institutional framework of Corporate Finance.

OBJECTIVES: The course provides the concepts in Corporate Finance, Source of Funds, Investment decisions, Finance decisions, and Dividend decisions.

COURSE CONTENT:

- Module I **Business Finance** : Finance function – meaning and scope – objective of financial management – Financial forecasting – Financial planning – steps in financial planning – Estimating financial requirements, Role of financial market and financial institutions in India.
- Module II **Source of Funds** : long term – short term and medium term – Equity shares – preference shares – Debentures and Bonds – Retaining Earnings. Institutional borrowings – Public Deposits – Lease financing – Venture capital – Commercial paper – Factoring.
- Module III **Working capital Management** : Management of cash, Management of the receivables and inventory – Inventory Management – Bank financing of working capital.
- Module IV **Investment decisions:** Capital budgeting process – Selection of projects – Estimation of cash flows – Project evaluation techniques – Payback period – Accounting rate of return – NPV method – IRR – Capital rationing – project selection under rationing.
- Module V **Finance decisions:** meaning – structure planning – optimum capital structure – capital structure theories – Net income approach – Net operating income approach – MM approach – Traditional approach – Cost of capital – meaning – methods of computing cost of debt, equity and preference shares – weighted average cost of capital.
- Module VI **Dividend decisions:** Factors influencing dividend policy – stable dividend policy – cash dividend – stock dividend – stock split – Dividend models – Walter's model – Gordon's Model – MM Irrelevance Approach.

REFERENCES:

1. Financial Management: Theory and Practice, Prasanna Chandra, McGraw Hill, 2017.
2. Financial Management: Principles and practice, S.N. Maheswari, S.Chand, 2014.
3. Financial Management, C Parameswaran and T Subramanian, New Age, 2008
4. Financial management, IM Pandey, Vikas, 2016.
5. Financial Management, 7th edition, Khan & Jain, McGraw Hill, 2014

ADDITIONAL RESOURCES: www.exinfm.com, fmsfindia.org.in, www.fma.org,
managementhelp.org/businessfinance

SEMESTER : **II**
COURSE CODE : **MGT –C - 426**
COURSE TITLE : **COMMUNICATION SKILLS**
CREDITS : **3**

AIM: To familiarize the students with the basic concepts of business communication in the organizational backdrop and the application for the extension of communication in business.

OBJECTIVES: The course introduces the student to basic concepts, verbal communication and non verbal communication.

COURSE CONTENT:

- Module I Nature and purpose of communication; Process and Elements – Classification of communication – interpersonal, interpersonal, written, verbal, non verbal, visual etc; Barriers to communication; principles of effective communication; Business communication – Role, Importance, types; Deductive & inductive logic.
- Module II Written communication, Principles of effective writing; business letters – types, layout, Application letter – resume – references; Appointment order. Letter of resignation; Business enquiries – offers and quotations, Order – execution and cancellation of orders; Letters of complaint; Case Analysis.
- Module III Persuasive communication – Circulars, Publicity material, news, letters, Notices and advertisements, Leaflets, Initiation; Internal communication – memoranda, meeting documentation, Reports, Types of reports, Writing of reports.
- Module IV Oral communication – Skills and effectiveness, principles. Planning a talk, presentations, Extempore speech, Group discussions, Interviewing skills – Appearing in interviews, conducting interviews;
- Module V Chairing, attending meetings, conferences, seminars; Negotiation skills, conversation control – Etiquettes that include: etiquettes in social as well as office settings, email etiquettes, telephone etiquettes etc.
- Module VI Non-verbal communication, body language, kinetics, proxemics, paralanguage, NLP; Listening – principles of effective listening, Visual communication – use of AVAs, Technology and communication – Communicating digitally – Fax, Electronic mail, Teleconferencing, Video conferencing.

REFERENCES:

1. Communication skills for Professionals, Konar N, Prentice Hall, 2011.
2. Communication skills, Sanjay Kumar and Pushpa Lata, Oxford, 2015.
3. Communication skills, Sen and Leena, Prentice Hall, 2007.
4. Business Communication, Meenakshi Raman and Prakash Singh, Oxford, 2012.
5. Developing communication skills, Krishan mohan, Laxmi, 2009.

ADDITIONAL RESOURCES: www.businesscommunication.org, www.researchgate.net, www.allstream.com

SEMESTER : **II**
COURSE CODE : **MGT- C - 427**
COURSE TITLE : **BUSINESS PLANNING & ENTREPRENEURSHIP**
CREDITS : **3**

AIM: To familiarize the students with the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.

OBJECTIVES: The course offers introduction, Feasibility Planning, Acquiring an Established venture, Financing a new venture, and Life cycle of an entrepreneurial venture.

COURSE CONTENT:

- Module I Small Business : meaning – role – Strengths and weaknesses – Defining an entrepreneur – entrepreneurial traits - Developing entrepreneurs – New ventures and Business Plan : Need for a Business plan – steps in the preparation of business plan – Need for marketing research – Operating plans and financial plans – Dynamics of small business environment – Causes for small business failure – Success factors for small business.
- Module II Feasibility Planning : Planning paradigm for new ventures – Stages of growth model – Fundamental of a good feasibility plan – Relevance of marketing concept to new ventures – Marketing research of pre-start-up planning – Sources of marketing research information – Implication of market research
- Module III Marketing functions that new ventures must address – Establishing marketing and sales promotion infrastructure – Concept of pricing – Growth strategies – Marketing plan.
- Module IV Acquiring an Established venture : Advantages and disadvantages of acquiring established business – considerations for evaluation business opportModuleies – Methods of valuing a business – Franchising and franchisee’s perspective.
- Module V Financing a new venture: Financing and its effects on effective asset management – alternate methods of financing – Venture capital and new venture financing – working out working capital requirement – Government agencies assisting in financing the project.
- Module VI Life cycle of an entrepreneurial venture – Role of entrepreneur during various transition stages – growth – Requirements for successful patent grants – steps in obtaining a patent – Registration of trademark –copy right and the concept of fair use – Protection of intellectual property.

REFERENCES:

1. Innovation and Entrepreneurship, Peter Drucker, Harper Collings, 2015.
2. Entrepreneurship, Bruce Baringer, Pearson, 2015.
3. Projects: Planning, Analysis, Selection, Implementation and Review, Prasanna Chandra, Tata McGraw Hill, 2017.
4. Management and Entrepreneurship, NVR Naidu, IK International, 2008.
5. Entrepreneurship: Creating and leading and entrepreneurial organization, Arya Kumar, Pearson, 2012.

ADDITIONAL RESOURCES: www.entrepreneur.com, www.inc.com, www.nait.ca

SEMESTER : **II**
COURSE CODE : **MGT- C- 428**
COURSE TITLE : **OPERATION RESEARCH**
CREDITS : **3**

AIM: To acquaint the students with applications of operations research to business and industry. Decision-making is increasingly becoming more and more complex. This course exposes the students to the significance of various scientific tools and models that are available in operations research. Use of software's in solving problems is expected.

OBJECTIVES: The course introduces the student to Decision making with O.R, Transportation Problem, PERT and CPM, Replacement Problems and Simulation.

- Module I Decision making with O.R: Nature and significance of O.R; Scientific methods in O.R., Models and relevance of modeling in O.R. Linear Programming: Formulation of the problem; Methods of solution: Graphic method, Simplex, algorithm; Degeneracy; Concept of Duality; Sensitivity analysis.
- Module II Transportation Problem : Formulation; Methods of solution (Initial solution by North-West corner Rule & Vogel's method; MODI method for final solution). Unbalanced T.P, Degeneracy.
- Module III Assignment problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optimal solutions; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem – Queuing Theory: M/M/1 Queue; Standard problems.
- Module IV PERT and CPM: Concepts of Network; Critical path analysis; Probability PERT Analysis; Project time cost trade off-Resource scheduling.
- Module V Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; Staffing problem- Simple Inventory Problems: Deterministic inventory with and without shortage; Single period probabilistic inventory models with and without setup cost – Game Theory: Two persons Zero-sum game- principle of dominance solutions in to linear programming.
- Module VI Simulation: Introduction to Simulation and modeling – Decision Theory: Concepts of decision making: Decision under uncertainty: Maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk: Expected minatory value, Expected value, of perfect information, OpportModuley loss.

REFERENCES:

1. An Introduction to OR; Hillier & Liebermann, CBS Publishers, 1967.
2. Operations Research for Management, GV Shenoy, New Age, 1986.
3. Operations Research, PK Gupta, S Chand & Co, 2014.
4. Operations Research, S.D. Sharma, Kedar Nath, Ram Nath & Co., 2013.
5. Operations Research, R Panneerselvam, Prentice Hall, 2006.

ADDITIONAL RESOURCES: www.mit.edu/~orc, www.orsi.in, www.worldscientific.com

SEMESTER : **III**
COURSE CODE : **MGT- C - 431**
COURSE TITLE : **ORGANIZATIONAL STUDY**
CREDITS : **3**

AIM: Immediately on completion of the examinations to the II Semester, a student has to opt for the organizational study where the student will learn the basic managerial aspects in the organization (Preferably an organization having all the functional departments) for one month and a study report need to be submitted. In the case of students of MBA – TOURISM (CSS), the organization selected for the study should be an organization related to tourism industry.

SEMESTER : **III**
COURSE CODE : **MGT- C - 432**
COURSE TITLE : **MANAGEMENT INFORMATION SYSTEMS**
CREDITS : **3**

AIM: To acquaint the student with the role, functions and development of information systems at different levels and functional areas of the organization.

OBJECTIVES: The course introduces the student to MIS, Building decision support system, Database Management System, Knowledge and information work and Development of MIS.

COURSE CONTENT:

- Module I The Competitive Business Environment - Introduction – Information Systems – Components – Resources – Classification – Organizational Foundation of Information Systems – Contemporary approach to information systems – System concept – The challenges – MIS concept – Role of MIS – impact – A tool for management process.
- Module II Building decision support system – decision making concepts – framework for developing DSS – The processes of developing DSS – Individual and Organizational Model – MIS and decision making concepts – GDSS – EDSS.
- Module III Database Management System – Logical and physical view of data – data structure, Data trends – Data Base Types – Requirements for Data base systems – Systems analysis and design – structured system design – data flow diagram – data structure.
- Module IV Knowledge and information work – knowledge – work systems – Ensuring Quality with information systems – Traditional tool and methodologies for quality assurance – new approaches.
- Module V Development of MIS – Implementation – prototype approach – lifecycle approach – system implementation success and failure – MIS application in manufacturing and service industry
- Module VI Executive information System – marketing information system – manufacturing information system – Human Resource information system – Information of Information System.

REFERENCES:

1. Management Information system, 13th edition, Kenneth C. Laudon & Jane P Laudon, Pearson Education, 2017.
2. Management Information system, James A O'Brien, Tata Mc-Graw Hill, 2006
3. Management Information system, W.S. Jawadekar, Tata Mc-Graw Hill, 2006.
4. Management Information system, Goyal, McMillan, 2009.

ADDITIONAL RESOURCES: www.jmis-web.org, www.tandfonline.com, mis.eller.arizona.edu

LIST OF ELECTIVES

Students are allowed to specialize in two functional areas with a condition that there should be a minimum of 10 students opting for a subject. MBA (General) will be provided dual specialization certificate.

MARKETING

SEMESTER	:	III
COURSE CODE	:	MGT- E- 433
COURSE TITLE	:	ADVERTISING AND SALES PROMOTION
CREDITS	:	2

AIM: To assess the numerous communication alternatives employed by organizations today and explore of the role communication plays in building and sustaining brands.

OBJECTIVES: Through this course, the student will understand the Integrated Marketing Communication, Marketing Communication Planning, Creative Strategy, Advertising Agency and Sales Promotion.

COURSE CONTENT:

- Module I Integrated Marketing Communication – Definition, Evolution, Concepts; Marketing Communication Mix; Models of Marketing Communication; Ethical and Social issues in marketing Communication.
- Module II Marketing Communication Planning; Advertising Planning and Objectives; Brand Equity; Advertising Budgeting; Media Planning and Strategy; Media Research.
- Module III Creative Strategy; Advertising appeals; Creative tactics and format; Creation process – Television and print advertisements; Advertising research.
- Module IV Advertising Agency – Function, organizational Set-up; Types of advertising agencies; Compensation of advertising agencies; Selection of an advertising agency.
- Module V Sales Promotion: Definition, Scope-Sales promotion mix – Developing Sales promotion Campaign – implementation of sales promotion campaign – Sales promotion Budget and Sales promotion evaluation
- Module VI Effect of sales promotion on brand equity – Trends is sales promotions – Future of sales promotions – Future of Marketing Communication.

REFERENCES:

1. Advertising and Promotion: An Integrated Marketing Communication Perspective, Belch, G. and M. Belch, McGraw Hill,1988
2. Integrated Advertising and Promotion and Marketing Communications, Clow, K. & Baack, D., Prentice Hall,1992
3. Advertising Management, David Aaker, Rajeev Batra and John G. Myers, Pearson Education,2011
4. Kleppner's Advertising Procedure, Thomas Russell, J. and Ronald Lane, W, Prentice Hall,2005
5. Advertising – Theory and Practise, Sandage and Fryburger, Prentice Hall,2004

ADDITIONAL RESOURCES: www.bestofcama.com, www.cama.org, www.business.ftc.gov

SEMESTER : **III**
COURSE CODE : **MGT- E-434**
COURSE TITLE : **SALES MANAGEMENT**
CREDITS : **2**

AIM: To acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

OBJECTIVES: The course creates awareness about Selling and Marketing Concept, Selling Process, Sales organization, Sales force management and Training.

COURSE CONTENT:

- Module I Selling and Marketing Concept – Theories of selling – New business Vs serving business – Consumer goods selling – Industrial selling – International selling – Retail selling – Classification of sales people – Characteristics of sales people – personal selling: Objectives, Policies, Strategies under competitive settings – Evaluation of personal selling Vs a Vis other components of promotional mix.
- Module II Selling Process – prospecting: Steps – Pre-approach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling, showmanship – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow-up.
- Module III Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing – time management.
- Module IV Sales force management: Recruitment and Selection: Job analysis, Manpower planning, Job specification and Job description, sources of sales recruits, problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods.
- Module V Training: Planning sales force training methods, content, execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.
- Module VI Evaluation and control: Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.

REFERENCES:

1. Selling Today, Manning and Reece, Pearson Education,2011
2. Sales Management – Decision, strategies and Cases, Still, Cundiff etal, prentice Hall of India, New Delhi, 2004
3. Selling – Principles and Practives, Fredrick A. Russell et al, McGraw Hill Intl., New Delhi,2005
4. Management of Sales force, Mike Wilson, MIA Series,1980
5. Sales management, Bill Donaldson, Macmillan,1998

ADDITIONAL RESOURCES: www.learnsalesmanagementonline.com,
www.businessballs.com, www.saleshelp.com

SEMESTER : **III**
COURSE CODE : **MGT- E-435**
COURSE TITLE : **CONSUMER BEHAVIOUR**
CREDITS : **2**

AIM: To develop and understanding about the consumer decision making process and its application in marketing function of firms.

OBJECTIVES: The course provides basic concepts, Research framework in Consumer Behaviour, Factors influencing the Consumer Behaviour, Determinants of Consumer behavior and Diffusion of innovations.

COURSE CONTENT:

- Module I Consumer Behaviour and its linkages with the decision making process in Marketing Management.
- Module II Understanding the Research framework in Consumer Behaviour and the use of Consumer Characteristics in Market Segmentation.
- Module III Factors influencing the Consumer Behaviour – Culture, Social Class, Social Group and family, life style.
- Module IV Individual Determinants of Consumer behavior – Motivation and involvement,
- Module V Behaviour modifications-personality and self-concept-perception-learning, Attitudes and Changing Attitudes.
- Module VI Diffusion of innovations – Innovation and Adoption of new Products – Consumer Decision process; Problem recognition, information seeking process, information evaluation Process, Purchase process and Post Purchase Process – Models and Utility.

REFERENCES:

1. Consumer Behaviour, Ramanuj Majumdar, Prentice Hall of India, 1992
2. Consumer Behaviour, Leon G Schiffman, Leslie Lazar Kanuk, Prentice Hall of India,2005
3. Consumer Behaviour, David L. London and Albert J. Della Bitta, McGraw Hill,1994
4. Consumer Behaviour – Text and Cases, Latha Nair, Himalaya Publishing, 2013
5. Consumer Behaviour, I Raju, Vikas Publishing,2013

ADDITIONAL RESOURCES: www.mtcglobal.org, shodhganga.inflibnet.ac.in/bitstream, www.academia.edu

SEMESTER : **III**
COURSE CODE : **MGT – E- 436**
COURSE TITLE : **PUBLIC RELATIONS AND CUSTOMER RELATIONSHIP MANAGEMENT**
CREDITS : **2**

AIM: To introduce the importance of public relations as a promotional tool and also explain the importance of CRM.

OBJECTIVES: The course deals with Defining Public Relations, marketing Public Relations, Program Planning, Relationship marketing and Principles of customer research.

COURSE CONTENT:

- Module I Public Relations – Defining Public Relations – Functions of Public relations – Public Relations vs. Advertising – Creating a Public Relations plan – The History of Public Relations – The Individuals in Public Relations – Public Relations Departments of Firms.
- Module II marketing Public Relations: Publications, events, sponsorships, news, speeches, public service activities, identity media – Types of PR Work – The nature of “The Public” and the Role of the Media – Public relations process.
- Module III Program Planning – corporations – Politics & Government – International Public Relations – Nonprofit Organizations – Media Relations – PR Campaigns – Ethics and social Responsibility – Public Opinion and Persuasion – Research & Evaluation in Public Relations – Future of PR.
- Module IV Relationship marketing – Understanding buyers expectations – building customer loyalty – types of loyalty-influencing factors-loyalty ladder-significance of loyal Lifetime Value – CRM: Definition and Concepts – The importance of effective CRM strategies as an integral part of effective marketing strategies – Consumer Behaviour Principles – Organizational buyer behavior.
- Module V Principles of customer research – Using internal information sources – Using customer data, Data warehousing and data mining-Segmentation and targeting – Identifying cost effective external information sources: Published data, Using the Internet, Market research.
- Module VI Understanding the managing customer expectations – Developing customer confidence – Building relationships by adding value to customers cost effectively – managing customer contact strategies – Dealing with difficult situations – Measuring performance of CRM – Future of CRM.

REFERENCES:

1. Public Relations Strategies and Tactics (7th Ed.). Wilcox, D.L., Cameron, Pearson Education,2004
2. The marketers guide to PR, Thomas Harris, John Wiley,2005
3. Customer Relationship Management-step by step approach, Peeru Mohammed, Vikas Publishing. 2006
4. Hand book of Relationship Marketing, Jagadish N. Sheth and Atul Parvatiyar, Response Books, 2004
5. Customer Relationship Management Essentials, Gosney, Prentice Hall, 2006

ADDITIONAL RESOURCES: ww2.nsc.edu/gerth d, education-portal.com, www.referenceforbusiness.com

SEMESTER : **III**
COURSE CODE : **MGT- E-437**
COURSE TITLE : **PRODUCT MANAGEMENT**
CREDITS : **2**

AIM: To familiarize the students with the concepts and strategies involved in product management and branding.

OBJECTIVES: The course deals with Product Management, Product positioning, New product development, Brand management and Brand equity measurement.

COURSE CONTENT:

- Module I Product Management : Introduction and Importance – Role of product Manager in different industries – Demand forecasting - Market Segmentation – Product Plans – Components product plan – product differentiation – product line – additions – alterations, and deletions.
- Module II Product positioning – Kinds – organizing the product teams – product Policy – Product lifecycle – New Product demand forecasting models – Product portfolio models – Criticisms to portfolio methods – Development in portfolio methods – product positioning and differentiation strategies – Perceptual mapping.
- Module III New product development: Stages – Explanations of stages – Diffusion and adoption process – Industrial and consumer innovations – Diffusion of innovation cycle – New product launch: Strategies, mistakes. Success and failures.
- Module IV Brand management: Strategic issues in brand management – Concepts. Relevance and Principles. Brand naming process – Brand extensions – Brand stretching
- Module V Brand equity – Components of brand equity and explanations – Brand equity measurement- Methods followed in Indian context.
- Module VI Co-branding: Branding positioning – Product management audit – Packaging Methods and strategies – Future of product Management.

REFERENCES:

1. , “Product management – text and cases.” K.S. Chandrasekhar Himalaya Publishers,2013
2. “Product management” Ramanuj Majumdar, Prentice Hall of India,2004
3. “New Product Management”, Merle Crawford, Irwin, 2010
4. “Product management”, Donald Lehmann and Winer, McGraw Hill, 2000
5. “Brand Mangement”, YLR Moorthi, Vikas publishing, 2011.

ADDITIONAL RESOURCES: ocw.mit.edu, pivotalpm.com, www.pragmaticmarketing.com, <https://generalassemb.ly/online>

SEMESTER	:	III
COURSE CODE	:	MGT- E-438
COURSE TITLE	:	INTERNATIONAL MARKETING
CREDITS	:	2

AIM: To acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

OBJECTIVES: The course covers introduction to International marketing, International Marketing Environment, Constraints on International Marketing, Procedure and Documents and International Marketing Mix and Decision making.

COURSE CONTENT:

- Module I International marketing – Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.
- Module II International Marketing Environment – Political, legal, cultural, Economic environment; International institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic CommModuleies.
- Module III Constraints on International Marketing – Fiscal and non fiscal barriers Non-tariff barriers. India and World Trade, Important and Export Policy
- Module IV Institutional Infrastructure for Export Promotion: Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.
- Module V Procedure and Documents – Registration of Exports, Export Quotations, Production and Clearances of Goods for Exports, Shipping and Transportation, Insurance Negotiation of documents, Instruments of Payments – Open Account, Bills of Exchange; Letter of Credit – Export Finance.
- Module VI International Marketing Mix and Decision making – Identification of Markets, Product Policy, International Product Life Cycle, promotion Strategy, Pricing Strategy and Distribution Strategy.

REFERENCES:

1. International Marketing: Analysis and Strategy, Onkivisit, Sak and Shaw. J.J., New Delhi, Pearson, 2005.
2. International Marketing, Pipalomi, V.H. Prentice Hall of India, 2011.
3. Global Marketing Management, Keegan, Warren, Pearson, New Delhi, 2005.
4. Export Marketing; Strategies for Success, Bhattacharya B. Global Business Press,1991.
5. International Marketing, 15th edition, Cateora Philip and Graham John ,Tata McGraw Hill, 2010.

ADDITIONAL RESOURCES: www.sagepub.in, www.mbastudies.com, hbsp.harvard.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-439**
COURSE TITLE : **SERVICE MARKETING**
CREDITS : **2**

AIM: To develop insights into emerging trends in the service sector and tackle issues involved in the management of services.

OBJECTIVES: The course deals with Role of service sector, Creating, delivering and performing service, Consumer behavior in services, Segmentation/positioning/ differentiation and Marketing of service products.

COURSE CONTENT:

- Module I Role of service sector – Structure and growth – Recent trends in service sector – Characteristics of services – Components and tangibility spectrum – Distinctive marketing challenges and need for separate marketing strategies, classification of

services – Service Marketing mix, Expansion of marketing mix – services marketing triangle.

- Module II Creating, delivering and performing service – Basic, Articulated and Exciting Attributes – services blue prints
- Module III Pricing strategies-promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and Physical evidence.
- Module IV Consumer behavior in services – customer satisfaction – customer expectation and customer perceptions – gap analysis – quality perceptions in services – guarantee, customization of service – service recovery and problem solving – employee role of service marketing – role of technology.
- Module V Segmentation/positioning/ differentiation and retention strategies applicable to service marketing – relationship marketing - measuring customer satisfaction surveys : - design and analysis.
- Module VI Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

REFERENCES:

1. Service Marketing, Christopher, H. Lovelock, 5th Edition, Pearson, 2004
2. Service Marketing, Helen Woodruffe, Macmillan India, 1998
3. Service Marketing, Leonard Bery & Parasuran Free Press, 1999
4. Services Marketing, Valerie Ziethmal, Mary Jo Bitner, Mcgrow Hill International Edition, 1996
5. Services Marketing, Ravi Shankar, Excel books, 2002.

ADDITIONAL RESOURCES: www.slideshare.net, www.blum.com, hbsp.harvard.edu, highered.mheducation.com

SEMESTER : III
COURSE CODE : MGT- E-4310
COURSE TITLE : MARKETING RESEARCH
CREDITS : 2

AIM: This course is aimed to acquaint students with the application of Research Principles Tools and Techniques in the Marketing function.

OBJECTIVES: The course covers marketing research, data collection, data processing, applications of MR, and industrial marketing research

COURSE CONTENT:

- Module I Marketing Research – Applications, Limitations – Organizing the marketing research function – The research Process – Types of research design.
- Module II Data Collection – Primary data collection – questionnaire design – Secondary data – scaling techniques – sampling designs – Interviewing.
- Module III Data processing – Data analysis – Testing Hypotheses – Bivariate analysis – Multivariate analysis – Experimental designs – Report writing.
- Module IV Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, market segmentation and positioning.

Module V Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research

Module VI Marketing research and Information technology: Online research, data warehousing and data mining – Marketing Information System.

REFERENCES:

1. Marketing Research, II Edition, Naresh Malhotra, Pearson, 2002.
2. Marketing Research, 7th Edition, Luck Rubin, Prentice Hall of India, 2002.
3. Marketing Research, III Edition, Beri G.C., Tata McGraw Hill 2005.
4. Marketing Research, Malhotra and Dash, Pearson, 2015.
5. Marketing Research:Text and cases, Rajendra Narkundkar, McGraw Hill, 2017

ADDITIONAL RESOURCES: www.marketsandmarkets.com, www.powerdecisions.com, www.kellogg.northwestern.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-4311**
COURSE TITLE : **RETAIL MARKETING**
CREDITS : **2**

AIMT: To provide a foundation for an understanding of the various dimensions of Retail Management.

OBJECTIVES: The course provides with concepts, store operations management, retail promotions and retail human resource management.

COURSE CONTENT:

- Module I Introduction – Theories of retailing – management of service & quality in retailing – world retail scenario – developing countries – retailing functions and need and scope of retailing in India – organized vs. unorganized retailing – growth of retail formats – high street and malls – mall management.
- Module II Basic of marketing – effective communication – need to understand consumer behavior – store formats – store location-location analysis – store positioning – store design and visual merchandising – breakdown of retailing as a product – retail pricing, changes and trends in retail marketing.
- Module III Store operations management – SCM – supplier relations – logistics in retailing – merchandise buying & management – warehousing – inventory control – franchisee operations
- Module IV International retailing: motives, reasons and typologies for international expansion.
- Module V Retail promotions – retail information systems – CRM – retail finance – retail statutory obligations – tax systems for retail – consumerism & ethics in retailing – corporate social responsibility.
- Module VI Retail human resource management – issues and challenges – recruitment, selection and training – specialized training – growth of non store retailing – retail database marketing – impact of globalization on retail management future of retailing.

REFERENCES:

1. Retail marketing Management, David Gilbert, Pearson, 2006
2. Retail Management : A strategic Approach – 9th edition, Berman & Evans, prentice Hall, 2009.
3. Retail marketing, L Natarajan, Margham Publications, 2013.
4. Retail management, Pradhan, McGraw Hill, 2012.
5. Retail management, Chetan Bajaj, Rajnish Tuli and Srivastava, Oxford, 2010.

ADDITIONAL RESOURCES: www.beefretail.org, www.open.ac.uk,
www.garyasanchez.com, online.berklee.edu

FINANCE

SEMESTER : **III**
COURSE CODE : **MGT –E-4312**
COURSE TITLE : **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
CREDITS : **2**

AIM: To give the students and in-depth knowledge of the theory and practice of Investment decision making process and portfolio Management.

OBJECTIVES: The course contains Introduction to investments, operations of Indian stock market, valuation of fixed income securities, security Analysis and introduction to portfolio management.

COURSE CONTENT:

- Module I Introduction to investments – Nature and scope of investment decision – investment planning & policy, investment process – Investment alternatives – Govt. Securities – Money market instruments – equity bonds – mutual funds model
- Module II Derivative instruments – futures – options – commodity futures, index futures – stock futures – hedge funds. Risk and return, Asset allocation and security selection. Impact of fiscal & monetary policy on investments, comparison of investment products.
- Module III Operations of Indian stock market and Bond markets, new issue market – Book building process –listing – secondary market – online trading – dematerialization – Depository services – Mechanics of investing – mutual fund types – performance evaluation.
- Module IV Valuation of fixed income securities – Bond valuation and yields – Bonds duration and yield analysis – Term structure theories – common stock valuation – different valuation models – dividend and value of options, discounted cash flow models, pricing, earnings rating, valuation of options, Binomial option pricing model – Black schools option model.
- Module V Security Analysis – Fundamental Analysis – Economic Analysis – Industry analysis – company analysis measuring earnings, forecasting earnings, applied valuation technical analysis – theory – flow theory, efficient market hypothesis.
- Module VI Portfolio-Introduction – Markowitz portfolio theory – mean variance criterion (MVC) – Nature of investment risk – MVC and portfolio selection – portfolio of two moky securities – AS security portfolio – Application of market model in portfolio construction, CAPM, APT – constructing the efficient frontier – constructing the optimum portfolio – portfolio performance evaluation.

REFERENCES:

1. Portfolio Management, Kevin, Prentice Hall of India, 2009
2. Investment Management, Bhalla, V.K., Sultan Chand, 2005
3. Security Analysis and Portfolio Management, Fischer, Jordan Pearson, 1998
4. Investment, Bodie, Kane, Marcus, Tata MC Graw Hill, 1996
5. Security Analysis And Portfolio Management , V. Gangadhar, Anmol Publications, 2002

ADDITIONAL RESOURCES:

www.amazon.in/Security-Analysis-Portfolio-Management.

www.ranasingh.org/securities_analysis_and_portfolio_management.htm

SEMESTER	:	III
COURSE CODE	:	MGT-E-4313
COURSE TITLE	:	PROJECT FINANCING
CREDITS	:	2

AIM: To understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

OBJECTIVES : The course deals with introduction to projects, introduction to projects, cost and means of finance, appraisal for leasing projects and industrial sickness and rehabilitation.

COURSE CONTENT:

- Module I Introduction to projects: Project report, steps involved in a preparation Project Report. Viability studies – Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.
- Module II Appraisal of Project – Commercial appraisal, Technical appraisal, Financial Appraisal, Economic appraisal. Appraisal for term loan and Working capital financing, Tandon, Chore Marathe committee recommendations, Credit monitoring arrangement, financing of SME Modules. Traditional method and Nayak Committee recommendations – preparations of appraisal report.
- Module III Cost and Means of finance-cost of Project, Means of Finance-Share capital – Debt Capital – Finance Leverage – Capital Budgeting Decisions – Term Loans – Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities.
- Module IV RBI guidelines in DPGS and BCF – lines of credit – working capital finance, structure – cash credit, overdraft, Bill finance – Factoring – Forfeiting - Expert pre-shipment and post shipment.
- Module V Appraisal for leasing projects – lease Evaluation – Appraisal for Hire purchase facility – Appraisal for venture capital – Appraisal of international projects – International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports.
- Module VI Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – rehabilitation programmes – Sick

Industries – Recovery proceedings. Liquidation Debt Recovery Tribunals, out of court settlements.

REFERENCES:

1. Projects, planning, Analysis, Selection, Implementation and Review, Prasanna Chandra, Fourth Edition MC Graw Hill Publishing, 2004
2. Financial Management Theory & Practical, Prasanna Chandra, Tata MC Graw Hill, 1998
3. Project Finance HR Machiraju, Vikas publishing House, New Delhi, 2004
4. Project Reports and Appraisals, HPS Pahwa, Bharat Law House, 2002

ADDITIONAL RESOURCES:

<https://www.udemy.com/project-finance-beginner>, www.simplilearn.com

SEMESTER	:	III
COURSE CODE	:	MGT- E-4314
COURSE TITLE	:	MANAGEMENT OF FINANCIAL SERVICES
CREDITS	:	2

AIM: This course is intended to familiarize the students with the various financial services and their role in the financial system.

OBJECTIVES: The course covers introduction to financial Services, regulatory and supervisory frame work, corporate financial services, retail financial services and Financial services marketing.

COURSE CONTENT:

- Module I Introduction to financial Services – characteristics of services – Distinctiveness of financial Intermediaries – Corporate financial services – Retail financial services – financial institutions changing technologies and regulations – The management and development of financial services, sales and service outlets in western and emerging economics.
- Module II Regulatory and supervisory frame work – Role of RBI, SEBI, and Ministry of Finance, Govt. of India – finance Bill and financial services – supervision and regulation of banking companies in India – Regulatory / Institutional / and Environmental constraints.
- Module III Corporate financial services, organizational frame work – functions regulatory and supervisory guidelines and procedures – merchant Banking – Mutual funds – credit rating services – venture capital services – leasing – factoring and forfeiting – securitization – Banking services – Non banking financial companies, corporate Insurance.
- Module IV Retail financial services – credit cards Debit cards – smart cards – automated Teller Machines – Electronic fund Transfer – Electronic clearing – Portfolio management services – Broking services – Consumer credit – Hire purchase finance – housing finance – personal tax counseling – Internet Banking – Virtual Banking.
- Module V Financial services marketing – characteristic of the consumer of financial services – segmentation of financial services markets – market research – principles and techniques, financial services market mix, product design

Module VI Development and test marketing in financial service sector – advertisement and sales promotion of financial services – pricing strategies for financial products – distribution channels customer care and quality – marketing of banking services – marketing of insurance products.

REFERENCES:

1. Management of Financial Services, Bhalla. V.K. Anmol, 2004
2. Management of Financial Services, Sasidharan K, McMillan, 2003
3. Financial services and system, Sasidharan K, McMillan, 2004
4. Emerging scenario of Financial Services, Gordanad Natarajan, Himalaya,2005
5. Marketing of Financial Services, Avadhani, Himalaya, 2012.

ADDITIONAL RESOURCES: en.wikipedia.org/wiki/Financial_services, www.bu.edu

SEMESTER	:	III
COURSE CODE	:	MGT- E- 4315
COURSE TITLE	:	CORPORATE RESTRUCTURING
CREDITS	:	2

AIM: To improve business performance. case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques.

OBJECTIVES: The course contains introduction to corporate restructuring, theories of Mergers, takeover defenses, revival and restructuring of sick companies and procedural & legal aspects relating to merger and acquisition and takeovers.

COURSE CONTENT:

- Module I Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A – rationale behind expansion and diversification through M&A
- Module II Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle, Theories of Mergers: Efficiency theories and non-efficiency theories – Valuation of shares and firm
- Module II Valuation approaches – DCF valuation models and FCF models – FCFF and FCFE, estimation to terminal values, (DCF under different growth rates)relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.
- Module III Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-takeover amendments, poison pill defense.
- Module IV Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies.
- Module V Corporate de-mergers/splits and divisions – Difference between de-merger and reconstruction, modes of de-merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse – merger, Indian scenario.
- Module VI procedural & Legal Aspects Relating to Merger and Acquisition and Takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects-Post-merger re-organization: Accomplishment of objectives – Criteria of success,

profitability, gains to share holders; Post-merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

REFERENCES:

1. Mergers Acquisitions and Corporate restructuring, Rabi Naryana Kar, Meenakshi, Taxmann, 2017.
2. Mergers Acquisitions and Corporate restructuring, Prasad Godbole, Vikas, 2013.
3. Corporate Finance, 12th edition, Brealey, Richard A. & Steward C Myers, McGraw Hill, 2017.
4. Corporate restructuring, B Das, Himalaya, 2012
5. Corporate restructuring, Mattoo, Laxmi, 2000.

ADDITIONAL RESOURCES: www.amazon.in, www.stern.nyu.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-4316**
COURSE TITLE : **INTERNATIONAL FINANCE**
CREDITS : **2**

AIM: To provide the students an overall view of the international financial system and how multinational corporations operate.

OBJECTIVES: The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

COURSE CONTENT:

- Module I Fundamentals of foreign exchange – need for foreign exchange – definitions – international trade and foreign exchange – gains from international trade – international finance – gains from international capital flow – globalization of markets.
- Module II Exchange rate mechanism – types of exchange rates – factors affecting exchange rates and forward rates – types of quotation – rules for quoting exchange rate regime in India – evolution, development and present status – theories of exchange rate determination – exchange rate forecasting.
- Module III International Monetary System – Gold standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary system and Euro Balance of Payment – India’s Balance of Payment Position – Elements of open Economy. Capital and Current Account Convertibility – Fundamental Parity relations – purchasing power parity covered and uncovered – Interest Rate parity – International Fisher Effect.
- Module IV International Financial Markets – Segments, Participants and Dealing Procedures – Classification of Markets – Borrowing and Investing in International Financial Markets. Instruments and Institutions – Foreign Exchange Market in India – Evolution and Development – Major Centres – Classification – Interbank and Customer Markets –Regulatory and Supervisory Framework – Role of RBI and FEDAI – FEMA and Exchange Control Regulations.
- Module V Foreign Exchange Risk Management – Defining the Measuring Risk and Exposure – Types of Exposures – Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations – Hedging with Foreign Exchange Contracts – Booking, Early Delivery, Extension and Cancellation of Forward Contracts – Inter Bank Dealings – Swaps and Cover Operations – Forex and Money Market Operations – Currency and Funds Position

Module VI Foreign Exchange Dealings and Risk Management – Risk Control and Risk Management System – Hedging with Derivatives – FRAs Swaps Futures and Options.

RFEERENCES:

1. International Financial Management, Kevin, Prentice Hall, 2011
2. International Finance, Siddhaish. T. Pearson Education, 2009
3. International Finance, Maurice D. Levi, McGraw Hill International, 2001
4. International Finance, Keith Pilbeam: Macmillan,2000
5. International Financial Management, Sharan V Prentice Hall India Pvt. Ltd, 2005

ADDITIONAL RESOURCES: onlinelibrary.wiley.com/journal, elibrary-data.imf.org

SEMESTER : **III**
COURSE CODE : **MGT- E- 4317**
COURSE TITLE : **INVESTMENT BANKING**
CREDITS : **2**

AIM: To orient the students with a fundamental understanding of the role of Investment Banks and how they operate and to provide a framework for analysis of the various businesses of an investment bank.

OBJECTIVE : The course contains introduction to investment banking, money market, capital market, debt and credit market and management of IPOs.

COURSE CONTENT:

- Module I Overview of Investment Banking: Meaning of investment banks, services/ functions of investment banking, regulatory & structure of investment of banking, nature and scope of present day investment bankers.
- Module II MSoney Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets – call money market, commercial paper, short-term deposit market, treasury bills market, gilt-edged securities market, certificate of deposits, repos; regulatory authorities and guidelines, regulations governing money market and its instruments.
- Module III Capital Market : An introduction, meaning and significance of capital market, capital market v/s money market, market players – investors and companies, security laws/regulatory framework for governing Indian capital market, an over view of international capital market.
- Module IV Debt and credit market: Types of debt, design of new debt/fixed instruments; fixed income security valuation: Risk associated with fixed income securities – various kinds of risks, classical theory of interest yield curve, yield spread, Z theoretical determinants of shape of yield curve, terms structure of interest rate, analyzing terms structure and its effects connected theory and hypothesis;
- Module V Bond Valuation and Bond Management Strategies; Bond valuation – bond written, prices and their movements, understanding systematic and unsystematic risks in bond, bond valuation, YTM.
- Module VI Management of IPOs: Primary market in India and abroad, current developments and professional ethics, procedural aspects of primary issues – banker, broker, registrar & allotment to the issue, due diligence of prospectus or letter of offer,

role of various operations in the success of issue, pre-issue decision making and management, SEBI guidelines for public issue.

REFERENCES:

1. Investment banking, 5th edition, Tapan Jindal, Bharat Law House, 2017.
2. Investment banking: valuation, leveraged buyouts, mergers and acquisitions, Joshua Pearl and Joshua Rosenbaum, John Wiley, 2009.
3. Manual merchant banking, J.C. Verma (Practice and procedure), Bharat Law house, 2001
4. Damodaran on valuation, Aswath Damodaran, Wiley, 2008.
5. Merchant banking, HR Machiraju, New Age, 2010.

ADDITIONAL RESOURCES: www.schoolofib.com, www.wallstreetprep.com

SEMESTER	:	III
COURSE CODE	:	MGT –E- 4318
COURSE TITLE	:	FINANCIAL DERIVATIVES
CREDITS	:	2

AIM: The subject is to make the students understand the ways of Adopting existing financial Instruments and processes like options and futures to the changing world.

OBJECTIVES: The course deals with derivatives markets, forward and futures, currency derivatives, debt markets and equity and hybrid securities.

COURSE CONTENT:

- Module I Derivatives Markets – Forward, Futures, Options, Swaps – Role of Derivatives Markets – Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets – evolution of derivatives in India vis a vis other countries.
- Module II Forward and Futures: Market Structure – Types of Future Contracts – Pricing principles – Futures Hedging strategies – Options markets – Options pricing principles, Binomial Models – Black-scholes Model, Option Strategies.
- Module III Currency Derivatives: Currency forwards – Currency futures – Currency options – Pricing – Trading Strategies – Interest Rate Derivatives – Interest Rate Futures – Forward Rate Agreements – Swaps – Options – Swaptions – Term structure and pricing principles – Trading Strategies.
- Module IV Debt Markets and Equity – related Instruments – Fixed Rate and Floating Rate Instruments – Adjustable rate Mortgages – Zero Coupon securities – collateralized Mortgage Obligations – Junk Bonds – Equity options – Equity warrants – Pooled Investment Vehicles – Index futures and Index options.
- Module V Hybrid Securities – Interest Rate / Foreign Exchange Hybrid – Interest Rate / Equity Hybrid – Currency/ Commodity Hybrid – Rationale for Hybrid Securities
- Module VI Asset Liability Management – Foundation concepts – Margin Managements Spread Lock Strategy – Gap Management Strategy – Total Return Optimization – Ethical aspects.

REFERENCES:

1. Commodity and Financial Derivatives, Kevin S, Prentice Hall, 2014.
2. Options, Futures and other derivatives, 9th edition, Hull and Basu, Pearson
3. Financial Derivatives: Theory, concepts and Problems, SL Gupta, Prentice Hall, 2017.
4. Fundamentals of financial derivatives, 3rd Edition, Parasurman, John Wiley, 2014.

5. Financial derivatives , VK Bhalla, S Chand, 2001

ADDITIONAL RESOURCES: <https://www.khanacademy.org>,
<https://www.bostonfed.org/education>

SEMESTER : **III**
COURSE CODE : **MGT- E-4319**
COURSE TITLE : **PERSONAL FINANCIAL PLANNING**
CREDITS : **2**

AIM: To understand the potential goals a client may have, help them enunciate their goals and evaluate strategies to help clients achieve their goals.

OBJECTIVES: The course contains establishing client, gathering client data and determining goals and expectations, developing appropriate strategies, implementing the financial Plan, and monitoring the financial plan.

COURSE CONTENT:

Module I Establishing client – planner relationships – issues and concepts related to overall financial planning process, as to the client – services provided, the process of planning, documentation required, and disclosure statements.

Module II Gathering client data and determining goals and expectations – Determine client's personal and financial goals, needs and priorities – Analyse Client Objectives, Needs and financial Situation.

Module III Developing appropriate strategies and presenting the financial plan – Client's risk tolerance – Assessment of options.

Module IV Implementing the financial Plan – Assist the client in implementing and recommendations – coordinate as necessary with other professionals – investment advisors, stock brokers and insurance agents.

Module V Monitoring the financial Plan – Review the progress of the plan with the client – Discuss and evaluate changes in client's personal circumstances –

Module VI Review and evaluate changing tax law and economic circumstances – Make recommendations to accommodate new or changing circumstances.

REFERENCES:

1. Personal finance, Jack R Kapoor, Les R Dlabay, Robert J Hughes McGraw Hill, 2007.
2. Personal Finance: Turing Money into Wealth and Student Workbook, Arthur J. Keown, Prentice Hall, 2015.
3. Personal Finance with Financial Planning Software, Jeff Madura, Pearson, 2011
4. The intelligent investor, Benjamin Graham, Harper Business, 2013
5. Wealth Management : The Financial Advisor's Guide to Investing and Managing Your Client's Assest, Harold R. Evensky, McGraw – Hill, 2005.

ADDITIONAL RESOURCES: www.hsfpp.org/get-materials.aspx,
<https://www.uclaextension.edu>

SEMESTER : **III**
COURSE CODE : **MGT- E-4320**
COURSE TITLE : **COMMODITIES MARKETS**
CREDITS : **2**

AIM: To equip the students with the knowledge and skills required for dealing in Commodities Market.

OBJECTIVES: The course covers introduction commodity derivatives, commodity derivatives, pricing and application of commodity derivatives, commodity stock exchanges and clearing, settlement and risk management.

COURSE CONTENT:

- Module I Introduction commodity derivatives: Definition of derivatives, types of derivatives – financial derivatives, and commodity derivatives, Products, Participants and functions, exchange traded V/s OTC derivatives.
- Module II Commodity derivatives: difference between financial and commodity derivatives, global derivative exchanges, commodity exchanges in India (regional and national) commodities permitted for trading
- Module III KABRA committee report, commodity specific issues, instruments available for trading, types of instruments (futures and options) types of commodity futures, basics and pay off.
- Module IV Pricing and application of commodity derivatives: investments assets V/s consumption asset, the costs of carry model, the future basis, application of commodity derivatives markets/hedging, speculation and arbitrage.
- Module V Commodity stock exchanges: the NCDEX and MCX plat form –NCDEX exchange membership, rules regulation, bye-laws, types of commodities traded on NCDEX, trading on the NCDEX and MCX plat form – contract specifications, trading system, entities in the trading system, trader work station, order types and conditions, exposure limits.
- Module VI Clearing, Settlement and Risk Management: calendar and settlement schedule, Position determination settlement mechanism and price, margining final settlement and exception handling-Regulatory framework and accounting and taxation issues.

REFRENCES :

1. Commodity and Financial Derivatives, Kevin S, Prentice Hall,2014
2. Agricultural Prices and Commodity Market Analysis, Ferris, John N., McGraw – Hill, 2000
3. Basis of commodities markets: the target of success, DL Shinde, Createspace, 2017.
4. Trading commodities and financial futures – Step by step guide to mastering the markets, George Kleinman, FT Press, 2013.

ADDITIONAL RESOURCES:

en.wikipedia.org/wiki/Commodity_trading_in_India,
www.iplanonline.in/product/commodity-trading-online-classes

HUMAN RESOURCES

SEMESTER : **III**

COURSE CODE : **MGT- E-4321**
COURSE TITLE : **HUMAN RESOURCE DEVELOPMENT**
CREDITS : **2**

AIM: To discuss the theory and principles of training as they relate to the organizational objectives and strategies. The course also emphasizes the value of developing training programmes that relate training to the overall strategy of the firm.

OBJECTIVES: The course covers introduction to HRD, principles of learning, identification of training & development needs, evaluation of training effectiveness and designing and conducting training programmes.

COURSE CONTENT:

- Module I Training perspective in HRD – Scope / Objectives of Training & Development – Changing focus to Training tools – Training Cycle.
- Module II Principles of learning, principles of adult learning, transfer of learning managing a system of learning resources.
- Module III Identification of training & development needs – individual, occupational & organizational levels – Approach to management Development, Management Development implications.
- Module IV Basic approach in TNI, on the job and off the job training methods, criteria of methods selection, skills of an effective trainer as a changing agent.
- Module V Concept definition and need for evaluation of training effectiveness – Principles of evaluation, strategies of evaluation.
- Module VI Designing and conducting training programmes, use of audio visual aids in training, new ways of learning, non-formal methods of development – Practical/case studies.

REFERENCES:

1. Effective Training systems, Strategies and Practices Nick Ballchand, James W. Thacker, Pearson 2005.
2. A Hand Book of Training Management – Kenneth R. Robinson Adithya Books Private Ltd. New Delhi, 2004
3. Human Resource Management, Aswathappa, Himalaya, 2013
4. Human Resource Management, Wendell French, All India Publishers & Distributors, 2003

ADDITIONAL RESOURCES: india.gov.in/online-services/1096, hbsp.harvard.edu, www.hrdpress.com

SEMESTER : **III**
COURSE CODE : **MGT- E-4322**
COURSE TITLE : **ORGANIZATION DEVELOPMENT AND CHANGE**
CREDITS : **2**

AIM: This course is aimed at providing the students with a frame work of what change and organization Development is, how it works, its change techniques and what the future of Organization Development might be.

OBJECTIVES:The course deals with nature of change, change perspectives, organizational transformation, organizational development and team intervention strategies.

COURSE CONTENT:

- Module I Nature of Change: Necessity for Change, factors affecting change, organizational factors affected by change, impact of change on structure, communicative patterns and human relations, situational analysis and patterns of change.
- Module II Learning, Training and Development – definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD)
- Module III Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organization; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for change; cultural and climatic factors affected by change.
- Module IV Organizational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change – cause and counteractive measures, reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behavior modification; Business Process Re-engineering (BPR)
- Module V Organizational Development for planned change : Introduction; definition; historical development and nature of OD; focused activities – individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress – impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.
- Module VI Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T- groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

REFERENCES:

1. Organization Development, Wendell L. French, Cecil H. Bell Pearson 2005.
2. Organizational Transformation through Business Process Re-engineering, Vikram Sethi, Wellian R. King, Pearson 2005.
3. Organizational Theory, Design and change Text and cases, Gareth R. Jones Pearson, 2004
4. Organization 21st Century, Subir Chowdhury, Pearson, 2002.

ADDITIONAL RESOURCES: managementhelp.org, education-portal.com, scs.georgetown.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-4323**
COURSE TITLE : **CAREER MANAGEMENT**
CREDITS : **2**

AIM: To familiarize the students with the requirements for designing appropriate systems for management of organizational career development, and with the concepts of the Managerial competency approach, and its relevance to career management.

OBJECTIVES: The course contains introduction to career development, career paths, counseling for employee development, application of assessment centers in competency building and intervention strategies.

COURSE CONTENT:

- Module I Introduction to Career Development – Concepts, definitions etc. – Theories of Career Development – Career Development and Organizational Strategy.
- Module II Career Paths, Transitions and Plateaus – Managerial Succession Planning – Dual – Laddering for Career Development.
- Module III Counseling for Employee Development – concept of Competence – Competency Approach to Development.
- Module IV Application of Assessment Centers in Competency building – Issues in Career management
- Module V Relevance of Ethics in Career Development and Competency Mapping Practices.
- Module VI Intervention strategies – PCMM – case studies.

REFERENCES:

1. Personal and Professional development: Assessing your career, Ben Ball, Hyderabad University's Press, 2011
2. 360 Degree Feedback, Competency Mapping And Assessment Centres, Sharma R, Tata Mc Graw Hill. 2010
3. Career Counseling: A field book for teachers and trainers, Arulmani, Tata McGraw Hill, 2005
4. Management: A Competency based approach, Don Hellriegel et al., Thomson Asia, Singapore, 2006

ADDITIONAL RESOURCES: education-portal.com/material_management_training.html,
www.businessballs.com/businessballs-site-map.htm

SEMESTER : **III**
COURSE CODE : **MGT- E-4324**
COURSE TITLE : **GROUP DYNAMICS AND TEAM BUILDING**
CREDITS : **2**

AIM: To understand the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness and to cultivate skills for group decision-making and teambuilding.

OBJECTIVES:The course deals with concepts, group development and socialization, group decision making, crowds and collective behavior, and teamwork and teambuilding.

COURSE CONTENT:

- Module I The Science of Group Dynamics : Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.
- Module II Group Development and Socialization: Group development – Group socialization; Group Structure – roles – authority – attraction.
- Module III Communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behavior – environmental stress.
- Module IV Group Decision Making : Anatomy – Groupthink – group polarization – Methods of group decision- making – Group Conflict; Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- Module V Crowds and Collective Behaviour : Crowds and Collectives – Theoretical viewpoints – Deindividuation theory – Groups and Change: The Group as an agent of change – The effectiveness controversy – Sources of Change in groups
- Module VI Teamwork and Teambuilding: meaning, scope and future, Developing High-Performance Teams.

REFERENCES:

1. Group Dynamics, Forsyth, D.R., Addison-Wesley, New York, 1990
2. Making Groups Effective, Zander, A., Jossey – Bass, 2000
3. Group Performances, Davis, Addison-Wesley, 2008
4. Team Building: Issues and Alternatives, Dyer, Addison-Wesley, 2005

ADDITIONALRESOURCES:www1.wfh.org/publication/files,www.saliedet.lv/en,
www.businessballs.com

SEMESTER : **III**
COURSE CODE : **MGT- E-4325**
COURSE TITLE : **HUMAN RESOURCE COUNSELING**
CREDITS : **2**

AIM: To provide an overview of counseling processes and techniques as they are applicable to industry and management and also to train the students in the basic skills necessary for industrial counseling in view of organizational excellence.

OBJECTIVES:The course covers personnel counseling, self-development of the counselor, counseling skills, counseling interventions and psychotherapy & employee counseling.

COURSE CONTENT:

- Module I Personnel Counseling: Basic Tenets, Methods & Tools – An Integrated Model – Personality and Personnel Counseling.

- Module II Self-Development of the Counselor: Manager as a 'Barefoot' Counselor – Managers as Skilled Helpers-
- Module III Counseling Skills: Helping Relationships – Counseling Interviews, Communication Styles – Empathy and Holistic Listening – Accurate Responding and Effective Feedback.
- Module IV Counseling Interventions: Performance Counseling – Problem Performers – problem Situations, Alcoholism, Absenteeism.
- Module V Conflicts – Stress and Spillover – Employee Assistance and Personnel Counseling – Organizational framework.
- Module VI Psychotherapy & Employee Counseling: Selective Integration of Modern Psychotherapies with Employee Counseling – Indian Approaches to Personnel Counseling.

REFERENCES:

1. Theories of Counseling and Psychotherapy, Patterson C.H., Harper and Row, New York, 2004
2. Counseling and Psychotherapy, Roethlisberger and Dickson, Houghton Mifflin Co., Boston, 2006
3. Introduction to Psychology, Morgan G.T., etal, Tata McGraw Hill Publishing Company, New Delhi.1990
4. Introduction to Psychology, Munn N.G., etal., Oxford IBM Publishing Co., New Delhi,2011

ADDITIONALRESOURCES: education-portal.com, www.webster.edu, en.wikipedia.org

SEMESTER : **III**
COURSE CODE : **MGT- E-4326**
COURSE TITLE : **INDUSTRIAL RELATIONS AND LABOUR LAWS**
CREDITS : **2**

AIM: To introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

OBJECTIVES:: The course contains trade union & conflict settlement laws, regulations of service conditions and disciplinary matters, subsistence allowance and social security legislations.

COURSE CONTENTS:

- Module I Trade Union & Conflict settlement laws – background objects of registration, withdrawal of registration, amalgamation, dissolution of unions, rights and liabilities of trade unions.
- Module II Regulations of service conditions and disciplinary matters, Industrial Employment Standing Orders Act (1946), including modifications.
- Module III Subsistence allowance-disciplinary proceedings and domestic enquiry, prevention and settlement of industrial conflict – authorities under the act, general principles of labour adjudication – settlement and award, non employment matters-strike and lockout, lay off and retrenchment, VRS, prohibition against change of service conditions, pending proceedings.

Module IV Social Security Legislations-ESI Act (1948), Payment of Gratuity Act (1972), Employees' Provident Fund Deposit Linked Income Fund (1942), Maternity Benefit Act (1961), Workman's Compensation Act.

Module V Economic and Welfare Legislations – Minimum Wages Act (1948), Payment of Wages Act (1936), Payment of Bonus Act (1965), Factories' Act (1948), Shops and Commercial Establishment Act.

Module VI Case Laws.

REFERENCES:

1. Labour & Industrial Laws, K.Madhavan pillai, Allahabad Book House, 2008
2. Industrial Relations & Labour Laws, S.C. Srivastava, Vikas Publishing Pvt. Ltd, 2005
3. Industrial relations and labour laws, Arun Monappa, McGraw Hill, 2017
4. Labour and industrial relations law, T Vijayakumar, Atlantic, 2014.
5. Industrial relations and labour laws, SC Srivastava, Vikas, 2012.

ADDITIONALRESOURCES:www.citehr.com,phindia.com,www.scdl.net/E-Learning/IndustrialRelations&LaborLaws/base.html,Labour Law Reporter, Labour Law Journal

SEMESTER : **III**
COURSE CODE : **MGT- E- 4327**
COURSE TITLE : **GLOBAL HRM**
CREDITS : **2**

AIM: To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

OBJECTIVES: The course deals with introduction to global HRM, international HRM models, international staffing, comparative labour relations and HRM in global organizations.

COURSE CONTENT:

Module I International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist perspective /functions – Globalization and HRM.

Module II International HRM models – Pools adaptation of the Harvard model, - the Brewster and Bournois model of International HRM – controversy International HRM – Problems of global research – evidence of international HRM – Internationalization of business – types of global business – Impact of inter country differences on HRM.

Module III International staffing – Policies and practices – Techniques and sources of global recruitment, selection process-global labour market differences-global compensation – Managerial transfers.

Module IV Global Management Development – techniques – management qualifications and characteristics, motivation and retention of talent, 360 degree feedback international adjustments- repatriation.

Module V Comparative Labour Relations – International Pressures on National practices – Multinational Ownership and collective bargaining – women in global business – quality circles – participative management – An overview of HRM in USA, UK, Japan, West Germany and Russia – Innovative management techniques and their influences.

Module VI HRM in Global Organizations – Ethics in International business – Western and Eastern Management thoughts in the Indian context.

REFERENCES:

1. International Business Environment and Management, Kothari – Prentice Hall, 2000
2. Multinational Organ; Development, Heenan and Perlmutter – Addison Wesley, 2000
3. Cultures, consequences; International differences in work related values, Gert Hofstede-sage Pub, 2008.
4. International Business Environments and Operations, John D. Daniels and Lee H. Radebaugh Addison Wesley Longman, 2008
5. International Business Text and Cases – Subba Rao P. Himalaya, 2011

ADDITIONAL RESOURCES: hbsp.harvard.edu/discipline/human-resource-management

SEMESTER : **III**
COURSE CODE : **MGT –E- 4328**
COURSE TITLE : **PERFORMANCE MANAGEMENT**

CREDITS : **2**

AIM: To provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.

OBJECTIVES: The course covers concept of performance management, Job evaluation, pay structures, measuring performance and developing and maintaining performance.

COURSE CONTENT:

- Module I Performance Management Definition concerns and scope – Features of an effective organization, performance management process. A short history of performance management – merit rating. MBO, critical technique – enter performance management.
- Module II The essence of performance management; Performance management Cycle – Deming's model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization – organizational learning – single and double loop learning, personnel development planning.
- Module III Job evaluation – methods, pay structures. Grade pay structures, broad structure – job family structures – Performance management and pay-performance related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing.
- Module IV Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organizational – team and individual-setting performance standards: Competence and competency analysis.
- Module V Methodology development and implementation, 360-degree feedback, advantage and disadvantage – Conducting performance development reviews, constructive reviews, review skills, coaching counseling, performance problem solving.
- Module VI Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success.

REFERENCES:

1. Performance management: Toward organizational excellence, TV Rao, Sage, 2015.
2. Performance management, AS Kohli, Oxford, 2008.
3. Performance management, 3rd edition, Pearson, 2013.
4. Performance Management, Armstrong Mitchel, Jaico, 2006.
5. Compensation Management in a Knowledge – Based world, Menderson, Pearson, 2011.

ADDITIONAL RESOURCES: kaplan-publishing.kaplan.co.uk, promeng.eu/downloads
SYSTEMS

SEMESTER : **III**
COURSE CODE : **MGT –E- 4329**
COURSE TITLE : **SYSTEM ANALYSIS & DESIGN**
CREDITS : **2**

AIM: This course is designed to provide a clear insight for students on system analysis and design, which is the foundation of business systems development and implementation.

OBJECTIVES: The course covers Introduction to SAD, feasibility analysis, requirements to modeling, system design and designing internet systems.

COURSE CONTENT:

- Module I Types of Software's and Information System – Introduction to SAD – SDLC – System Development Methodologies – Waterfall and Iterative Waterfall Development, Parallel Development, RAD, Phased Development, Prototyping and Throwing Prototyping, Extreme Programming – Selecting Development Methodology – Project Team – Types of Analyst and their Roles.
- Module II Feasibility Analysis – Requirement Determination – Techniques Used In Requirement Analysis – Business Process Automation, Business Process Improvement, Business Process Reengineering – Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE – Use Case Analysis.
- Module III Requirements to Modeling – Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams – Relationships – Structured English – Data Dictionary .
- Module IV Databases – Design – Types of Databases – Traditional RDMS, Object Oriented database, Distributed Databases.
- Module V System Design – System Acquisition Strategies – Influencing Factors – Architectural Design – Factors Influencing Architectural Design – Interface Design – principles of User Interface – Design Process – Navigation Design – Input and Output Design – Forms and Reports – Design Prototyping – Program Design – Structured Chart and Element – Storage Design – Files and Storage Formats – Physical Storage Design.
- Module VI Designing Internet Systems – Fundamentals – Site Consistency and Management – Online Transaction Process and Online Analytical Process – System Implementation – Coding – Testing and Installation – Testing Process – Documentation and Types – Installation Methods – Migration Planning – Factors Considered for Migration Plan, Post-Implementation Activities.

REFERENCES:

1. Modern, System Analysis and Design, Jeffery A. Hoffer, Tata McGraw Hill, 2000
2. System Analysis and Design, Alan Dennis, Wiley India Edition, 2016
3. System Analysis and Design Methods, Jeffery L Whitten, Lonnie D. Bentley Pearson Education, 1996
4. System analysis and design, Goyal A, Prentice Hall, 2011
5. System Analysis and Design, Elias M Award, Galgotia, 1993.

ADDITIONAL RESOURCES: extension.berkeley.edu, alison.com, www.ics.uci.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-4330**
COURSE TITLE : **SOFTWARE ENGINEERING**
CREDITS : **2**

AIM: This course is intended to introduce the concerns tools and strategies of software design and use.

OBJECTIVES: The course deals with software engineering, software project management, requirement analysis and specification, software design and software reliability and maintenance.

COURSE CONTENT:

- Module I Software Engineering – Introduction – Evolution – Low Level & High Level Programming – Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design – Software Life Cycle – Classical & Integrative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model.
- Module II Software Project Management – Planning, Project Size Estimation, Estimation technique – Empirical, Heuristic & Analytical Techniques, Staffing Level Estimation – Scheduling – WBS, Activity Network, Gantt Charts, PERT Charts – Staffing – Risk management – Software Configuration Management.
- Module III Requirement Analysis and Specification – Models for Collecting User Requirement – Requirement Analysis – Formal System Development Techniques – Software Requirement Specification (SRS), Documentation.
- Module IV Software Design – Characteristics of Good Software Design-Phases in Design – Design Principles & Concepts – Attributes – Cohesion & Coupling – Classification of Cohesiveness & Coupling-Neat Arrangement – Design Approaches – SA/SD, DFDS, Object Oriented Design & Key Concepts – Unified Modeling Language – Use Case Model – Diagrams – User Interface Design – Characteristics – Types – Windowing Systems – Widgets – Types.
- Module V Software Reliability and Maintenance – Software Attributes – Reliability, Reliability Measures, Metrics
- Module VI Software Quality-Software Quality Management System – ISO9000, ISO 9001-Importance, Procedures – SEI CMM – Software Maintenance CASE – Architecture, Benefits, Characteristics.

REFERENCES:

1. Fundamentals Of Software Engineering, Rajib Mall , Prentice Hall, 2014.
2. Software engineering: A practitioners approach, McGraw Hill, 2017.
3. Computer networks, Tanenbaum, Pearson, 2013.

4. Software Engineering Concepts by Richard Fairly – Tata McGraw Hill, 208

ADDITIONAL

RESOURCES:

forum.jntuworld.com,

www.thedirectdata.com/materials/ce/se.php

SEMESTER	:	III
COURSE CODE	:	MGT –E-4331
COURSE TITLE	:	OBJECT ORIENTED PROGRAMMING
CREDITS	:	2

AIM: To familiarize with object oriented programming in C++

OBJECTIVES: The course contains concepts to object oriented programming, C + + -a case Study, modular programming with functions, array of pointers, pointers to structures and Inheritance access specifies.

COURSE CONTENT:

- Module I Object Oriented Paradigm: Structured Verses Object Oriented development; Elements of Object Oriented programming objects, Classes, Multiple views of the same object; Encapsulation and Data abstraction, Inheritance, Polymorphism some of the popular OOP languages; Merits and Demerits of OO Methodology; Software Rense.
- Module II C + + -a Case Study: Data types, operators and Expression: Tokens, Identifiers and keywords; variables; Data types and Sizes; Characters and character strings; Operators and Expressions Qualifiers, Arithmetic, Relational, Logical, Bit wise operators, Compound Assignment operators, Increment and Decrement operators, conditional operators; Special operators; type def statement, type conversion; constant; Enumerated data types; C & C++ stule console I/O. – Control Flow: Various control statements available in C++ - Arrays and Strings.
- Module III Modular Programming with functions: Function components, various methods of passing data to functions, and return tupes; Library functions; Return by reference: Inline functions; Default arguments, Function overloading C++ stack; Scope and extent of variables, Storage classes. Functions with variable number of arguments
- Module IV Recursion – Structure and Unions: Nesting of structures, Arrays an Structures; Union – Pointers and Runtime binding: Pointers and their binding, Address operator and, void pointers, pointer variables, Runtime Memory management (as in C and C++).
- Module V Array of pointers, Pointers to structures – Classes and objects: Class specification and object creation; Constructors and destructors; Overloading constructors; Object as functions arguments; Returning objects form functions – Operator overloading: Overloading of all type of operators limitations; Copy constructor.
- Module VI Inheritance: Access specifies, Different types of Inheritance, Multiple Inheritance and Multilevel Inheritance – Friend functions, friend classes, Friend operator overloading.

REFERENCES:

1. The complete Reference C++, Herbet Schildt, Tata McGraw Hill, 2004
2. Object Oriented Programming in Turbo C++, Robert Lafore,2000

3. Mastering C++, K.R. Venugopal, Rajkumar and T. Ravishankar, 2011
4. Object oriented programming with C++, Balaguruswamy, McGraw Hill, 2017.

ADDITIONAL RESOURCES: *mooc.cs.helsinki.fi*, *ocw.mit.edu*, www.cs.ox.ac.uk

SEMESTER : III
COURSE CODE : MGT- E-4332
COURSE TITLE : SOFTWARE PROJECT MANAGEMENT
CREDITS : 2

AIM: This subject intends to equip the students with the tools and techniques of Software Project Management and to design and implement information system with effectiveness and efficiency.

OBJECTIVES: The course deals with introduction to software project management, planning a software project, software configuration, software testing and software implementation process and problems.

COURSE CONTENT:

- Module I Introduction to Software Project Management – Software as an Evolving product, its characteristics and components – Software engineering process – various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.
- Module II Planning a software project – Objectives, resources, estimation – methods of estimation. Make or – buy decisions.
- Module III Software project scheduling – defining tasks, scheduling using PERT/CPM, Project planning and Analysis.
- Module IV Software Configuration – Components of configuration, versions control and configuration audit – Software Design Process – Concepts, modular, design, and design documentation.
- Module V Software Testing – Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems; strategies for testing, Module testing Integration Testing, System testing and debugging.
- Module VI Software implementation process and problems/issues – Emerging trends in Software Project Management – Case studies.

REFERENCES:

1. Software project management, Hughes, McGraw Hill, 2017.
2. Software project management- A concise study, Kelkar, Prentice Hall, 2012
3. Software Engineering Concepts, Richard F, Tata McGraw Hill, 2011
4. Fundamentals of Software Engineering, Carlo Ghezzi et. al. PHI, 2010
5. Software project management: A guide for service providers, S Ramanathan, Patridge, 2016.

ADDITIONAL RESOURCES: *forum.jntuworld.com*, *www.mu.ac.in*, <https://cstudies.ubc.ca>

OPERATIONS

SEMESTER : III
COURSE CODE : MGT- E-4333

COURSE TITLE : **SUPPLY CHAIN MANAGEMENT**
CREDITS : **2**

AIM: This subject explores the key issues associated with the design and management of industrial Supply Chains (SC). SC are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time.

OBJECTIVES: The course introduces the students with Introduction to SCM, distribution networks in supply chain, transportation, inventory planning and sourcing and contracts.

COURSE CONTENT:

- Module I Introduction – achieving a strategic fit – SCM metrics – drivers and obstacles.
- Module II Distribution networks in Supply chain – Network design in certain and uncertain environments.
- Module III Transportation: Modes, issues, future developments
- Module IV Aggregate planning: forecasting – planning supply and demand.
- Module V Inventory planning: methods, with known demand, with uncertain demand, with certain demand (problems).
- Module VI Sourcing and contracts – new product introduction – Coordination in supply chain.

REFERENCES:

1. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra and Peter Meindl, Prentice Hall, 2011.
2. Supply chain management, 6th edition, Chopra and Kalra, Pearson, 2016.
3. Designing and managing the supply chain: Concepts, strategies, and case studies. By David Simchi- Levi, Philip Kaminsky and Edith SimchiLevi, McGraw Hill, 2007.
4. Service Operations Management. By Richard Metters, Kathryn King-Metters and Madeline Pullman, Thomson, 2000.
5. Supply chain management: Concepts and cases, Altekar, Prentice Hall, 2005.

ADDITIONAL RESOURCES: <https://www.supplychainonline.com>, ocw.mit.edu

SEMESTER : **III**
COURSE CODE : **MGT- E-4334**
COURSE TITLE : **TOTAL QUALITY MANAGEMENT**
CREDITS : **2**

AIM: To familiarize the students to the philosophy and role of TQM in revitalizing the organization.

OBJECTIVES: The course provides an overview and role of TQM, philosophical approaches to TQM, tools of TQM, overview of other developments in TQM and application of TQM.

COURSE CONTENT:

- Module I An Overview and Role of TQM – Classical Definitions of Quality – Product Satisfaction & Product Dissatisfaction – Trends in Change Management and role of TQM.
- Module II Philosophical Approaches to TQM – Eastern & Western Approaches – Methodological Approaches to TQM : Deming, Juran, Crosby and others.
- Module III Tools of TQM – Diagnostics – 7 Tools of Analysis – old and new – Cybernetic Analysis.
- Module IV Overview of Other Developments in TQM: QFD, ISO, CMM, Benchmarking,
- Module V Six Sigma – Leadership requirements for TQM.
- Module VI Integration & Implementation of TQM in Organizations – Application of TQM.

REFERENCES:

1. Total Quality Management, 4th edition, Besterfield, Pearson, 2015.
2. Total Quality management, Suganthi L, PrenticeHall, 2004.
3. Total Quality management, 2nd edition, Charntimath, Pearson, 2011.
4. A Handbook of Management Techniques, Armstrong, M., Kogan Page Ltd., 2001
5. Total Quality Control, Feigenbaum, McGraw Hill, 2000

ADDITIONAL RESOURCES: www.wiley.com, logistics.about.com, www.toolingu.com

SEMESTER : **III**
COURSE CODE : **MGT –E-4335**
COURSE TITLE : **PURCHASING AND MATERIALS MANAGEMENT**
CREDITS : **2**

AIM: TO familiarize the students to the purchasing aspects and how to handle materials within the organization.

OBJECTIVES: The course provides basic concepts of purchasing and materials management, forecasting & planning, purchasing organization, Ssores management and control and materials handling systems

COURSE CONTENT;

- Module I Importance of materials management, integrated approach. Materials management at micro-macro levels. Total concept – Systems approach. The materials function – interfaces. Benefits of integrated systems approach.
- Module II Forecasting & Planning. Forecasting methods, factors affecting forecasts – Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.
- Module III Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision,
- Module IV Vendor – Vendee relations, Vendor development, International purchasing – purchasing procedures and records : Requisition, purchases order follow up and expediting systems, receipt and inspection.
- Module V Stores management and Control: Stores and Stores organization: organization of stores location and layout of stores; functions of stores keeping; stores records

and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

Module VI Materials handling systems basic principles. Types equipment, materials handling, movement and storage cost. Evaluation of material handling – Evaluation of value, essentials of value, essentials of value analysis and engineering. Organization for value analysis.

REFERENCES:

1. Materials Management, AK Singh, Laxmi, 2008.
2. Materials Management – An integrated approach, Gopalakrishnan & Sunderesan, Prentice Hall, 1977.
3. Integrated Materials Management, Gopalakrishnan, Prentice Hall, 1994.
4. Materials management and materials handling, Sharma SC, Khanna, 2000.
5. Supply chain Logistics Management, Donald J. Bowersox & David. J. Closs, Tata McGraw Hill, 2017.

ADDITIONAL RESOURCES: <https://www.udemy.com>, [education-portal.com](https://www.education-portal.com)

RETAILING

SEMESTER	:	III
COURSE CODE	:	MGT- E-4336
COURSE TITLE	:	INTRODUCTION TO RETAILING
CREDITS	:	2

AIM: To create awareness about the retailing sector, its growth and the marketing part of it.

OBJECTIVES: This course Introduces the students to retailing, retail organization, retail market segmentation and retail strategy.

COURSE CONTENT:

Module I Introduction to retail concept, nature, role, functions, classification of retail stores, emerging trends in retail management – The changing Structure of retail, Classification of Retail Modules, Retail Formats: Corporate chains, Retailer Corporate and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

Module II Retailers in India, theories of retail development, retail life cycle, ethics in retailing.

Module III Retail organization, undertaking the retail customer factors influencing retail shopper – customer decision making, process.

Module IV Careers In retailing – Attitude and Personality, compensation, Working Conditions – Career Advancement, Legal and Ethical issues in retailing – supplier relations, competition relations, Employee Relations.

Module V Retail market segmentation – benefits of market, segmentation – STP – criteria for effective market segmentation.

Module VI Retail strategy – IT in retail – bar coding – Electronic data exchange – RFID – electronic payment systems.

REFERENCES:

1. Retail marketing Management, David Gilbert, Pearson, 2006
2. Retail Management : A strategic Approach – 9th edition, Berman & Evans, prentice Hall, 2009.
3. Retail marketing, L Natarajan, Margham Publications, 2013.
4. Retail management, Pradhan, McGraw Hill, 2012.
5. Retail management, Chetan Bajaj, Rajnish Tuli and Srivastava, Oxford, 2010

ADDITIONAL RESOURCES: www.open.ac.uk, www.unisa.ac.za, brochure.unisa.ac.za

SEMESTER : **III**
COURSE CODE : **MGT- E- 4337**
COURSE TITLE : **RETAIL SUPPLY CHAIN MANAGEMENT**
CREDITS : **2**

AIM: To develop an understanding of the significance of Supply Chain Management to achieve cost effective supply and distribution of goods & services to meet varying customer demand.

OBJECTIVES: Consists of the basic concept of operations management, operation strategy and competitiveness, supply chain network and inventory control, EOQ and sequencing.

COURSE CONTENT:

- Module I Basic Concepts of Operations Management-Operations Management and its relevance to Service Sector – Brief History and its Current Status – Current issues facing Operations Management.
- Module II Operations Strategy and Competitiveness – Operations Strategy and its competitive dimensions, Strategic fit – fitting operational activities to Business Strategy.
- Module III Understanding the need for Supply Chain Management – Basic definition of Supply Chain, its Scope and Orientation – Achieving Strategic Fit and Understanding Implied Uncertainty – Supply Chain Drivers and Obstacles.
- Module IV Supply Chain Network – Different types of Distribution Network with the Concept of Cross Docking – Facility Location Models – Forecasting – Different types of forecasting Techniques – Estimating Demand – Methods used to determine Accuracy of forecast.
- Module V Inventory Control, Basic concepts of EOQ, Lot Size Determination, Sensitivity to EOQ – Principle of Aggregation, Rationale of discounts for bulk purchase.
- Module VI Safety Inventory with Demand Uncertainty – Lead Time Uncertainty and Product Availability – Sourcing Decisions and Vendor Selection, Vehicle Routing and Route – Sequencing.

REFERENCES:

1. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra and Peter Meindl, Prentice Hall, 2011.
2. Supply chain management, 6th edition, Chopra and Kalra, Pearson, 2016.
3. Designing and managing the supply chain: Concepts, strategies, and case studies. By David Simchi- Levi, Philip Kaminsky and Edith SimchiLevi, McGraw Hill, 2007.
4. Service Operations Management. By Richard Metters, Kathryn King-Metters and Madeline Pullman, Thomson, 2000.

5. Supply chain management: Concepts and cases, Altekarr, Prentice Hall, 2005
- 6.

ADDITIONAL RESOURCES: www.mckinsey.com, indianresearchjournals.com,
www.pentagon2000.com

SEMESTER : III
COURSE CODE : MGT- E- 4338
COURSE TITLE : RETAIL STORE MANAGEMENT
CREDITS : 2

AIM: To enable students to critically analyse the retailing process, the environment within it operates and the functions that are performed.

OBJECTIVES: consist of managing a retail store, logistics and information, and setting up a retail organization.

COURSE CONTENT:

- Module I Overview of Retailing – Functions of Retailing – Retailing Formats and the parameters for Strategy Mix Decision – Non Store Retailing – Wheel of Retailing – Dialectic Process.
- Module II Setting up Retail organization – Size and space allocation – location strategy, factors affecting the location of Retail – Retail location Research and techniques – objectives of Good store Design.
- Module III Managing The Retail Store: Store Manager’s Responsibilities: Staffing, selection, socializing and Performance Management – Cost Control – Shrinkage Control.
- Module IV Logistics and Information System, Improved Product Availability – Improved Assortment – Improved ROI, Strategies, Quick Response Systems.
- Module V Store Management – Responsibilities of Store Manager – Store Security – Parking Apace Problem at Retail Centers – Store Record and Accounting System – Coding System – Material Handling in Stores.
- Module VI Store Layout, Design and Visual Merchandising, Exterior, Objectives of Store Design – Type of layouts (their relevance to various Formats) – Merchandise Presentation Techniques – Store Location Strategy.

REFERENCES:

1. Marketing logistics, Martin Christopher, Butterworth Heinemann, 2008
2. Retail Marketing Management, David Gilbert, Prentice Hall, 2006
3. Retailing, George H, Lucas Jr. Robert P. Bush, Larry G. Greshan, 2008

ADDITIONAL RESOURCES: www.managementstudyguide.com, www.rancelab.com,
www.ashworthcollege.edu

LOGISTICS:

SEMESTER : III
COURSE CODE : MGT- E- 4339
COURSE TITLE : LOGISTICS AND SUPPLY CHAIN MANAGEMENT
CREDITS : 2

AIM: To acquaint the student with the scope, understanding and implementation with respect to the emerging stream of logistics and supply chain management.

OBJECTIVES: This course gives introduction to logistics, methods of logistics, providers, logistics issues and the introduction to supply chain management

COURSE CONTENT:

Module I Introduction to logistics management- importance- integrated logistics support-Major elements of ILS- need for integrated approach- Logistics Support analysis.

Module II Planning logistics management activities to coincide with other project management areas- Alternative ILS solutions and life cycle costs- Assessment and life cycle implications- industry as a participant in the logistics effort.

Module III Logistics information systems- Warehousing locations in business logistics- Storage and distribution issues – EOQ and reordering – repair and replacement Decisions- computer based methods

Module IV Meaning, importance and scope of Supply chain- Distribution networks in Supply chain

Module V Types of supply chain- Lean supply chain and Global supply chain

Module VI Transportation: Modes, issues, future developments- Aggregate Planning- Supply and demand- forecasting- inventory planning- sourcing and contracts.

REFERENCES:

1. Business Logistics Management, Ballou, Prentice Hall, 1984
2. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra and Peter Meindl, Prentice Hall, 2011.
3. Supply chain management, 6th edition, Chopra and Kalra, Pearson, 2016.
4. Designing and managing the supply chain: Concepts, strategies, and case studies. By David Simchi- Levi, Philip Kaminsky and Edith SimchiLevi, McGraw Hill, 2007.
5. Service Operations Management. By Richard Metters, Kathryn King-Metters and Madeline Pullman, Thomson, 2000.
6. Supply chain management: Concepts and cases, Altekar, Prentice Hall, 2005.

ADDITIONAL RESOURCES:

<https://www.supplychainonline.com>, ocw.mit.edu

SEMESTER : III
COURSE CODE : MGT- E-4340
COURSE TITLE : INTERNATIONAL TRADE MANAGEMENT
CREDITS : 2

AIM: To acquaint the student with the awareness on the international trade, exports and imports and changes involved in international trade.

OBJECTIVES: The course introduces Globalization and its Features and approaches, strategies in Globalization and theories of Foreign Trade.

COURSE CONTENT:

Module I Introduction to International trade- importance- Methods of international trade- Globalization- Theories of foreign trade- International business environment.

Module II India's foreign trade- Significant growth- Multinational corporations- their need- Transnational corporations- scope in India- Economic integration- Trade block-Foreign collaborations- Joint ventures.

Module III Export import procedure- documentation- Service Exports- Export promotions.

Module IV World Trade Organization- Anti dumping duties- Global agreements and Frame Work

Module V Export finance- Funding institutions- Foreign exchange mechanism

Module VI Foreign Exchange Management Act -Law of Contract

REFERENCES:

1. Global Business Management, F.Adhikary, Manab, Macmillan, New Delhi,2005
2. International Economics Policies and Theoretical Foundations, Letiche, John M Academic Press, New York, 1998
3. "Export and Import Management", Aseem Kumar Excel Books, 2007
4. "Foreign Exchange : Practices Concepts and control" Jeevanandam C ,Sultan chand Publications, 2002.
5. Export Import Procedures- Documentation and Logistics, Publisher: New Age International, By: Shri C Rama Gopal, Chartered Accountant,2010

ADDITIONAL RESOURCES:

1. Foreign Trade Policy: Hand book of Export Procedure and Annual of the Ministry of Commerce, Government of India
2. Export and Import Manual, Nabhi Publications, New Delhi

SEMESTER : III
COURSE CODE : MGT- E-4341
COURSE TITLE : PURCHASING AND MATERIALS MANAGEMENT
CREDITS : 2

AIM: To familiarize the students to the purchasing aspects and how to handle materials within the organization.

OBJECTIVES: The course introduces the basic concepts of purchasing and materials management, forecasting and planning, purchasing organization, Stores management and control and materials handling system.

COURSE CONTENT:

Module I Importance of materials management, integrated approach, Materials management at micro-macro levels, Total concept – System approach. The materials function – interfaces. Benefits of integrated systems approach.

Module II	Forecasting and Planning. Forecasting methods, factors affecting forecasts – Materials Planning, Materials Cycle and Flow Control Systems, Materials Budget.
Module III	Purchasing, Purchasing organization, duties of purchasing department, centralized and localized purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal
Module IV	Make or buy decision, Vendor – Vendee relations, Vendor development, International purchasing
Module V	Purchasing procedures and records: Requisition, purchase order follow up and expediting systems, receipt and inspection.
Module VI	Stores management and Control: Stores and Stores organization: Organization of stores location and layout of stores; functions of stores keeping, stores records and procedure, salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

REFERENCES:

1. Materials Management, AK Singh, Laxmi, 2008.
2. Materials Management – An integrated approach, Gopalakrishnan & Sunderesan, Prentice Hall, 1977.
3. Integrated Materials Management, Gopalakrishnan, Prentice Hall, 1994.
4. Materials management and materials handling, Sharma SC, Khanna, 2000.
5. Supply chain Logistics Management, Donald J. Bowersox & David. J. Closs, Tata McGraw Hill, 2017.

ADDITIONAL RESOURCES: <https://www.udemy.com>, education-portal.com

SEMESTER : III
COURSE CODE : MGT –E-4342
COURSE TITLE : DISTRIBUTION AND TRANSPORTATION
CREDITS : 2

AIM: To acquaint the student with the awareness on the need for distribution and the possibilities of multi modal transportation.

OBJECTIVES: The course provides the entire gamut of distribution and transportation aspects that requires a logistics manager to understand.

COURSE CONTENT:

Module I Introduction to Distribution- importance- Types of deliveries- Distribution Modes Warehousing- methods- merits and demerits.

Module II Multi-Echelon Distribution Systems- Transportation system- current scenario-

Module III Transportation logistics in worldwide scenario and Indian scenario- issues.

Module IV Multi modal and Inter modal transportation- methods – merits and demerits.

Module V Containerisation- legal aspects of transportation- documentation and Liabilities of carriers.

Module VI Types of Service Providers and Basic Cost Trade-Offs and Appraisal of Selections- Vehicle routing and scheduling- Human and other factors

REFERENCES:

1. Logistics Management, Reji Ismail, Excel Books, 2008.
2. "International Logistics" David P, Biztantra, New Delhi, 2006.
3. "Logistics Management, Donald J Bowersox Davi J Class Tata Mc.Graw Hill, New Delhi, 2006
4. THE MANAGEMENT OF BUSINESS LOGISTICS, Coyle et al., Thomson Learning, 7th edition, 2004
5. Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng, Springer, 2011

ADDITIONAL RESOURCES: Naval Publications and orders

INTERNATIONAL BUSINESS:

SEMESTER	:	III
COURSE CODE	:	MGT- E-4343
COURSE TITLE	:	INTERNATIONAL MARKETING
CREDITS	:	2

AIM: To acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

OBJECTIVES: The course covers introduction to International marketing, International Marketing Environment, Constraints on International Marketing, Procedure and Documents and International Marketing Mix and Decision making.

COURSE CONTENT:

Module I International marketing – Definition, Nature: Distinctions between International Trade, marketing and Business; Planning for International Marketing; Marketing Research and Information System; Market Analysis and Foreign Market entry strategies.

Module II International Marketing Environment – Political, legal, cultural, Economic environment; International institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities.

Module III Constraints on International Marketing – Fiscal and non fiscal barriers Non-tariff barriers. India and World Trade, Important and Export Policy

Module IV Institutional Infrastructure for Export Promotion: Export Promotion Councils, Public Sector Trading Agencies, Commodities Boards etc.

Module V Procedure and Documents – Registration of Exports, Export Quotations, Production and Clearances of Goods for Exports, Shipping and Transportation, Insurance Negotiation of documents, Instruments of Payments – Open Account, Bills of Exchange; Letter of Credit – Export Finance.

Module VI International Marketing Mix and Decision making – Identification of Markets, Product Policy, International Product Life Cycle, promotion Strategy, Pricing Strategy and Distribution Strategy.

REFERENCES:

1. International Marketing: Analysis and Strategy, Onkivisit, Sak and Shaw. J.J., New Delhi, Pearson, 2005.
2. International Marketing, Pripalomi, V.H. Prentice Hall of India, 2011.
3. Global Marketing Management, Keegan, Warren, Pearson, New Delhi, 2005.
4. Export Marketing; Strategies for Success, Bhattacharya B. Global Business Press, 1991.
5. International Marketing, 15th edition, Cateora Philip and Graham John, Tata McGraw Hill, 2010.

ADDITIONAL RESOURCES: www.sagepub.in, www.mbastudies.com, hbsp.harvard.edu

SEMESTER	:	III
COURSE CODE	:	MGT- E-4344
COURSE TITLE	:	INTERNATIONAL FINANCE
CREDITS	:	2

AIM: To provide the students an overall view of the international financial system and how multinational corporations operate.

OBJECTIVES: The course covers fundamentals of foreign exchange, exchange rate mechanism, international monetary system, international financial markets and foreign exchange risk management.

COURSE CONTENT:

Module I Fundamentals of foreign exchange – need for foreign exchange – definitions – international trade and foreign exchange – gains from international trade – international finance – gains from international capital flow – globalization of markets.

Module II Exchange rate mechanism – types of exchange rates – factors affecting exchange rates and forward rates – types of quotation – rules for quoting exchange rate regime in India – evolution, development and present status – theories of exchange rate determination – exchange rate forecasting.

Module III International Monetary System – Gold standard – Bretton Wood System and Subsequent International Monetary Developments – Floating Rate Regime – Role and Functions of International Monetary Fund and World Bank – European Monetary system and Euro Balance of Payment – India's Balance of Payment Position – Elements of open Economy. Capital and Current Account Convertibility – Fundamental Parity relations – purchasing power parity covered and uncovered – Interest Rate parity – International Fisher Effect.

Module IV International Financial Markets – Segments, Participants and Dealing Procedures – Classification of Markets – Borrowing and Investing in International Financial Markets. Instruments and Institutions – Foreign Exchange Market in India – Evolution and Development – Major Centres – Classification – Interbank and Customer Markets – Regulatory and Supervisory Framework – Role of RBI and FEDAI – FEMA and Exchange Control Regulations.

Module V Foreign Exchange Risk Management – Defining the Measuring Risk and Exposure – Types of Exposures – Accounting of Foreign Exchange Transactions - Hedging, arbitrage and Cover Operations – Hedging with Foreign Exchange Contracts – Booking, Early Delivery, Extension and Cancellation of Forward Contracts – Inter Bank Dealings – Swaps and Cover Operations – Forex and Money Market Operations – Currency and Funds Position

Module VI Foreign Exchange Dealings and Risk Management – Risk Control and Risk Management System – Hedging with Derivatives – FRAs Swaps Futures and Options.

RFEERENCES:

1. Fundamentals of International Financial Management, Kevin, Prentice Hall, 2012
2. International Finance, A Business Perspective, Prakash Apte, McGraw Hill, 2017
3. International Finance, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson Education, 2017
4. International Financial management, Sharan V, Prentice Hall, 2010

ADDITIONAL RESOURCES: onlinelibrary.wiley.com/journal, elibrary-data.imf.org

SEMESTER : **III**
COURSE CODE : **MGT –E-4345**
COURSE TITLE : **GLOBAL HRM**
CREDITS : **2**

AIM: To develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

OBJECTIVES: This course introduces the student to global HRM, international HRM models, international staffing, comparative labour relations and HRM in global organizations.

COURSE CONTENT:

Module I International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist perspective /functions – Globalization and HRM.

Module II International HRM models – Pools adaptation of the Harvard model, - the Brewster and Bournois model of International HRM – controversy International HRM – Problems of global research – evidence of international HRM – Internationalization of business – types of global business – Impact of inter country differences on HRM.

Module III International staffing – Policies and practices – Techniques and sources of global recruitment, selection process-global labour market differences-global compensation – Managerial transfers.

Module IV Global Management Development – techniques – management qualifications and characteristics, motivation and retention of talent, 360 degree feedback international adjustments- repatriation.

Module V Comparative Labour Relations – International Pressures on National practices – Multinational Ownership and collective bargaining – women in global business – quality circles – participative management – An overview of HRM in USA, UK, Japan, West Germany and Russia – Innovative management techniques and their influences.

Module VI HRM in Global Organizations – Ethics in International business – Western and Eastern Management thoughts in the Indian context.

REFERENCES:

1. International Business Environment and Management, Korth – Prentice Hall, 2011
2. Multinational Organ; Development, Heenan and Perimntter – Addison Wesley. 2004
3. Cultures, consequences; International differences in work related values, Gerte Hotstede-sage Pub, 2002
4. International Business Environments and Operations, John D. Daniels and Lee H. Radebanch Addison Wesley Longman, 1996
5. International Business Text and Cases – Subba Rao P. Himalaya, 2015

ADDITIONALRESOURCES:hbsp.harvard.edu/discipline/human-resource-management

SEMESTER : **III**
COURSE CODE : **MGT –E-4346**
COURSE TITLE : **INTERNATIONAL BUSINESS ENVIRONMENT**
CREDITS : **2**

AIM: To the student the environmental issues pertaining to international business and the need to be aware of MNC's and trading blocs.

OBJECTIVES: This course deals with the business environment, regional economic co-operation, multinational corporations, foreign exchange markets and foreign investment.

COURSE CONTENT:

Module I International Business : Nature, importance and scope; Frame work for analyzing international business environment – geographical, economic, Socio-cultural, political and legal environment, International Economic Environment: World economic and trading situation; International economic institutions and agreements – WTO, UNCTAD, IMF, World Bank; Generalized system of preferences, GSTP, International commodity agreements.

Module II Regional economic Co-operation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.

Module III Multinational Corporations: Conceptual Frame work of MNCs; MNCs and host and home country relations; Technology transfers – importance and types.

Module IV Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the foreign exchange markets; Foreign exchange market – cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts;

Module V Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication – Foreign Exchange Risk – Management of Risk in Exchange Markets: Forex derivatives – swaps, futures, options and forward contracts.

Module VI Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects; IT and International Business.

References:

1. Adhikary, Global Business Management, Laxmi, 2004
2. Black and Sundaram: International Business Environment, Prentice Hall of India, 2001
3. Buckley, Ardin: The Essence of International Money, Prentice Hall of India, 2003
4. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler, 2014
5. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage, 2011
6. Parvez Asheghian and Bahman Ebrahim; International Business; Harper Collins, London Peter H Lindert: International Economics, Richard D, Irwin, Illinois, 2005

ADDITIONAL RESOURCES: highered.mheducation.com, hbsp.harvard.edu, www.victoria.ac.nz

ADDITIONAL RESOURCES: Naval Publications and orders

SEMESTER : **IV**

COURSE CODE : **MGT- C-441**
COURSE TITLE : **STRATEGIC MANAGEMENT**
CREDITS : **3**

AIM: This course is aimed at providing the students with consistent framework across strategic analysis, strategy implementation.

OBJECTIVES: The course provides basic concepts of strategic management, Mission and business definition, Strategy formulation, Strategy Choice and Strategy review, evaluation and control.

COURSE CONTENT:

- Module I Basic concepts of strategic management – strategic management process – strategic management at the business level, functional level and corporate level – Constitution of Board – Role and functions of corporate board and top management in strategic management.
- Module II Mission and business definition – Environmental Scanning – Analysing industry and competition – internal appraisal – concepts, techniques and cases.
- Module III Strategy formulation – Types of strategies – Integration, intensive, diversification, and defensive strategies – strategic analysis – comparative cost analysis, portfolio analysis, operating and financial analysis.
- Module IV Strategy Choice-criteria and process-Routes for executing strategy. Strategy implementation
- Module V Role of organizational structure, Culture and Leadership, Strategy and Social Responsibility.
- Module VI Strategy review, evaluation and control – Auditing – Using computers to evaluate strategies; strategy for entrepreneurial ventures and small business. Strategy for non-profit organizations – Concept of Blue Ocean Strategy.

REFERENCES:

1. Strategic Management & Business Policy, 13th Edition, Wheelers & Hunger, Pearson, 2010
2. Strategic Management concepts and cases, 16th edition, Fred. R. David, Pearson Education, 2016.
3. Strategic Management-Text and cases, 6th edition, Gregory G. Dess and Alen Miller, Mc Graw Hill International, 2011.
4. Strategic Management and Business Policy, 3rd edition, Azhar Kazmi, Mc Graw Hill, 2009.
5. Competitive strategy, Michael Porter, Free Press, 1980

ADDITIONAL RESOURCES: strategicmanagement.net, smj.strategicmanagement.net, www.csmweb.com

LIST OF ELECTIVES

Students are allowed to specialize in two functional areas with a condition that there should be a minimum of 10 students opting for a subject. MBA (General) will be provided dual specialization certificate.

Major electives:

SEMESTER : **IV**
COURSE CODE : **MGT- E-442**
COURSE TITLE : **LOGISTICS MANAGEMENT**
CREDITS : **2**

AIM: To enable the student to manage, or interact with the person who is managing, the logistics aspects of the introduction of a complex system into operational service.

OBJECTIVES: The course offers Introduction to Logistics Management, Integrated Logistic Support, Planning logistics management, Logistics Information Systems and Re-ordering and economic order quantities.

COURSE CONTENT:

- Module I Introduction to Logistics Management – The importance of logistics management for whole-of-life costs control-Logistics management in the capital procurement process.
- Module II Integrated Logistic Support (ILS) concepts – Major elements of ILS and need for an integrated approach-Logistics Support Analysis – The purpose of LSA, its operation and limitations.
- Module III Planning logistics management activities to coincide with other project management areas – Alternative ILS solutions and Life Cycle Costs – Assessment and life-cycle implications – Industry as a participant in the logistics effort – Transportation: methods, issues and future.
- Module IV Logistics Information Systems, including Computer-aided Acquisition and Life-cycle Support (CALs)
- Module V Warehousing locations in business logistics – Storage and distribution as issues for logistics managers in the logistics strategy.
- Module VI Re-ordering and economic order quantities – standard business logistics methods Repair or replace decisions – computer based methods.

REFERENCES:

1. Business Logistics Management, Ballou, Prentice Hall, 1984
2. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra and Peter Meindl, Prentice Hall, 2011.
3. Supply chain management, 6th edition, Chopra and Kalra, Pearson, 2016.
4. Designing and managing the supply chain: Concepts, strategies, and case studies. By David Simchi- Levi, Philip Kaminsky and Edith SimchiLevi, McGraw Hill, 2007.
5. Service Operations Management. By Richard Metters, Kathryn King-Metters and Madeline Pullman, Thomson, 2000.
6. Supply chain management: Concepts and cases, Altekar, Prentice Hall, 2005.

ADDITIONAL RESOURCES: en.wikipedia.org, en.wikipedia.org, ocw.mit.edu, www.logisticsmgmt.com

SEMESTER : **IV**
COURSE CODE : **MGT –E-443**
COURSE TITLE : **BRAND MANAGEMENT**
CREDITS : **2**

AIM: To introduce the concepts behind branding, brand naming, brand positioning etc., and explain the methodology of brand equity and the importance of branding for an organization.

OBJECTIVES: The course provides introduction to branding, perceptions and branding, brand positioning, brand protection and globalization and brands.

COURSE CONTENT:

- Module I What is brand: - Definitions – financial value of brands – social value of brands – what makes brands great – keys of branding – brand halo – changing face of customer – line influence on growing brand –
- Module II Perceptions and branding – emotional benefits of branding – emotional branding perceptions – reception – what brands communicate – customer contact points – brand reflection – brand story – Brand design – Visual identity – Colour in design – Sound in brand design – audio logos and jingles – sensory brands and smell in brand design – brands and taste – brand and touch – words and shapes – verbal identity – brand architecture – brand building skills.
- Module III Brand positioning – Brand planning – brand creation – brand platform – brand experience – brand communication – public relations perspective – opportunities modeling.
- Module IV Brand protection – Trademarks – classification of brands – creating a new mark – Trade mark – portfolio audit – copyright – registered designs – brand as business asset – brands and wealth creation – brands on the balance sheet – approaches to brand valuation.
- Module V Globalization and brands – who really holds the power –power of logo – brand leadership – global brands – Asian brands – revitalized brands – challenger brands – brand and customer protection
- Module VI Brand building – brand sustainability – brand decline – changing customers – brands in mergers and acquisitions – brand audit – strategic brand management.

REFERENCES:

1. Brands and branding – Rita Clifton and John Simmons – Profile books Ltd, 2005
2. Brand practices in India – Sasikumar K. and Chandrasekar K.S. Himalaya, 2013
3. What's in a brand – John Philip Jones – Tata McGraw Hill,2011
4. Strategic Brand Management – Jean Noel Kapferer, Kogan Page, 2013
5. Creating Power brands, Leslie de Chernatory & McDonald, Butterworth Heinemann,2011

ADDITIONAL RESOURCES: www.brandworkz.com/features,
smallbusiness.foxbusiness.com, www.slideshare.net

SEMESTER : **IV**
COURSE CODE : **MGT- E-444**

COURSE TITLE : **ENTREPRENEURIAL MARKETING**
CREDITS : **2**

AIM: To examine concepts from each of these two areas to determine how they apply to, and how they can aid the practice of, the other.

OBJECTIVES: The course creates awareness about the concepts, linking marketing orientation to entrepreneurial orientation, estimating market potential for new opportunities, Branding and the entrepreneurial venture and marketing, the internet, and new ventures.

COURSE CONTENT:

Module I The new marketing: 21st century conceptualizations of the marketing function – The changing role of marketing in organizations; Emerging trends in marketing; What are guerrilla and entrepreneurial marketing? Unique aspects of marketing in entrepreneurial ventures; The role of marketing in entrepreneurship; The role of entrepreneurship in marketing.

Module II Linking marketing orientation to entrepreneurial orientation; Marketing as an entrepreneurial activity; Why marketers resist innovation; Sinking and missing the boat; marketing and risk; Marketing and resource leveraging; From mass marketing to relationship marketing to one-to-one marketing; From transaction to partnerships; From sales to customer equity;

Module III Estimating market potential for new opportunities; Database management and entrepreneurship – The Entrepreneurial Marketing Plan; Marketing strategies for entrepreneurship

Module IV Product innovation; types and structures: the role of marketing in the new product development processes; innovation versus imitation strategies; marketing and (product and business) failure.

Module V Branding and the entrepreneurial venture – Entrepreneurship and the salesforce; Entrepreneurship in personal selling – pricing the products – media and promotions – viral marketing – buzz marketing – guerrilla marketing.

Module VI Marketing, the internet, and new ventures; The role of marketing in facilitating the development of networks; Emerging distribution channels for the entrepreneur; Speed as strategy: Entrepreneurship, logistics and customer service – Scope in India and developing countries.

REFERENCES:

1. McGrath, R.G., and MacMillan, “Discovery-Driven Planning,” *Harvard Business Review*, July-August, 1995
2. Rich, S.R., and D.E. Gumpert, “How to Write a Winning Business Plan,” *Harvard Business Review*, May-June, 1985
3. Morgan, H.L., A. Kallianpur, and L.M. Lodish, “Entrepreneurial Marketing” Lessons from Wharton’s Pioneering *MBA Course*, John Wiley & Sons, 2001.
4. Aaker, D.A., *Strategic Market Management*, John Wiley & Sons, 1998.

ADDITIONAL RESOURCES: ocw.mit.edu, hbsp.harvard.edu, scpd.stanford.edu

SEMESTER : **IV**
COURSE CODE : **MGT –E-445**
COURSE TITLE : **STRATEGIC MARKETING MANAGEMENT**
CREDITS : **2**

AIM: To introduce the indepth analysis of corporate level marketing decisions that influence the organization as a whole.

OBJECTIVES: The course offers strategy formulation, strategic marketing management, marketing strategy implementation, specific strategy initiatives and marketing strategy evaluation.

COURSE CONTENT:

- Module 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.
- Module II Strategic Marketing Management – Objectives & Concept of Strategic Marketing Management – Strategy Definition – Strategic Marketing analysis – SWOT Analysis, GAP Analysis
- Module III 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.
- Module IV Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.
- Module 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.
- Module VI Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s Marketing strategy formulation.

REFERENCES:

1. Strategic marketing: creating competitive advantage, Douglas west, Ford and Ibrahim, Oxford, 2011.
2. Strategic Marketing – David W. Cravens, Nigel F. Percy, McGraw Hill, 2017
3. Blue ocean strategy: How to create uncontested market space and make the competition irrelevant, Kim, Harvard Business Press, 2015.
4. Strategic marketing: A guide for developing sustainable competitive advantage, MJ Xavier, Sage, 1989
5. Marketing Management: A strategic approach with a global orientation, TMH Ed. – Boyd, Walker, Mullins Larrech, McGraw Hill, 1997.

ADDITIONAL RESOURCES: www.exed.hbs.edu/programs/smm/, hbsp.harvard.edu/discipline/marketing, education-portal.com

SEMESTER : **IV**
COURSE CODE : **MGT –E-446**
COURSE TITLE : **INDUSTRIAL MARKETING**
CREDITS : **2**

AIM: To introduce to the students the nuances of industrial or B2B marketing.

OBJECTIVES: The course provides introduction to industrial marketing, types of industrial products, organizational influences on buying behaviour, channel structure for industrial products and purchasing systems.

COURSE CONTENT:

- Module I Nature of Industrial Marketing: Industrial Marketing Vs. Consumer Marketing
Relational approach to Industrial Marketing – The Nature of Industrial Demand & Industrial Customer.
- Module II Types of Industrial Products : Major Equipment; Accessory Equipment; Raw and Processed Materials; Component Parts and Sub-Assemblies; Operating Supplies; Standardized and Non-standardized parts, Industrial services Factors influencing Organizational Buying; Buying Roles; Organizational Buying Decision Process; Environmental & organizational Influences.
- Module III Organizational Influences on Buying Behaviour: Buying Roles; The Buy Grid Model; The Organizational Buying Decision Process – Industrial Product Decisions: Industrial Product Life Cycle
- Module IV Industrial Product Mix determinants viz. technology – competition – operating capacity – Shift location of customers – government controls – Changes in level of business activity.
- Module V Channel Structure for Industrial Products – Geographical, size, operating characteristics – manufacturer’ and sales agents – Brokers – Channel Logistics Pricing for Industrial Products – Pricing Objectives – Price Decision Analysis – Breakeven analysis – net pricing – discount pricing – trade discounts – Geographic pricing – factory pricing – freight allowance pricing – Terms of Sale- Outright purchase – Hire-purchase – Leasing.
- Module VI Purchasing systems – Auctions – Documentation – bids – order placement – follow up- receipt and inspection – Promotion for Industrial products – Supporting salesman – Motivating distributors – Stimulating primary demand – Sales appeal – Publicity & sponsorships – Trade shows – exhibits – Catalogs – Samples – Promotional letters – Promotional novelties.

REFERENCES:

1. Industrial marketing, Hill, Alexander, Cross, 1990
2. Industrial Marketing: Analysis, Planning and Control, Reeder, Briery, Reeder, Prentice Hall, 1997
3. Industrial Marketing, Francis Cherunilam, Himalaya, 2015.
4. Industrial Marketing, Milind Phadtare, PrenticeHall, 2014.

ADDITIONAL RESOURCES: en.wikipedia.org/wiki/Industrial_marketing,
www.principiaconsulting.com

SEMESTER : **IV**
COURSE CODE : **MGT –E-447**
COURSE TITLE : **MANAGEMENT CONTROL SYSTEMS**
CREDITS : **2**

AIM: To understand the control systems in organizations and to understand the performance measures effectively.

OBJECTIVES: The course contains introduction to management control systems, responsibility centers, transfer pricing , financial and non-financial performance measures and financial and non-financial performance measures.

COURSE CONTENT:

- Module I Characteristics of Management Control System – Evolution of control systems in an organization – Relating system to organizational objectives – Strategic Planning, Management Control and Operational Control – Goal Congruence – Cybernetic Paradigm of Grissinger – Functions of the Controller.
- Module II Responsibility Centers – Types of Responsibility Centers – Expense Centers, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control Systems
- Module III Engineered, Discretionary and Committed Costs – Approaches to budgeting : Engineered and Discretionary costs – Benchmarking and Total Cost Management.
- Module IV Transfer Pricing (Market based and Cost Based) – Related numerical problems – Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement – Management Control Systems in Service Sector vis-v-vis in Manufacturing Sector.
- Module V Financial and Non-financial performance measures – Balance Score Card (Rock Water’s Model) – Long Range Planning – Converting corporate vision into a long-range plan – Input Output Relationship.
- Module VI Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit – Management Audit – Principles and Objectives – designing and implementation of control systems.

REFERENCES:

1. Management Control Systems, 10th Ed., Anthony and Govindrajana, McGraw Hill, 2017.
2. Management control Systems, Kennath Merchant and Vander Stede, Prentice Hall, 2011.
3. Management Control Systems, Maciariello and Joseph,Prentice Hall, 1997.
4. Management Control Systems, Das SC, Prentice Hall, 2011
5. Management control systems, RS Aurora and SR Kale, Jaico, 2006.

ADDITIONAL RESOURCES: www.bmpcoe.org/bestpractices, books.google.co.in/books

SEMESTER : **IV**
COURSE CODE : **MGT –E-448**
COURSE TITLE : **WORKING CAPITAL MANAGEMENT**
CREDITS : **2**

AIM: To acquaint the students with the importance of working capital and the techniques used for effective working capital.

OBJECTIVES: The course contains introduction to working capital cycle, working capital cycle, cash management, receivable management and inventory management.

COURSE CONTENT:

- Module I Short term financial management within the framework of corporate financial management Working capital: Meaning, concepts and needs; Kinds of working

capital-Determinants of working capital – Estimating of working capital requirements.

- Module II Working capital cycle – working capital theories and approaches – determining the financial mix – financing of working capital sources – committee reports on working capital management.
- Module III Cash management: Facets of cash management – cash conversion cycle – planning – cash forecasting and budgeting – Managing cash flows – Methods of accelerating cash flow-methods of slowing cash outflows
- Module IV Cash management models – determining the optimum cash balance – investments in marketable securities – selecting securities – types of marketing securities.
- Module V Receivable management: Credit policy variables – credit selection, models – Formulation of suitable credit and collection procedures – Collection techniques.
- Module VI Inventory management: Need – Objectives and techniques etc., of inventory Management – Determining the optimum order quantity – EOQ approach – Safety stocks – selective inventory controls – Role of financial management in Inventory Management.

REFERENCES:

1. Working capital management, Bhalla VK, S Chand, 2014.
2. Working capital management, Rastogi, Taxmann, 2011.
3. Working capital management, Krish Rangarajan and Anil Mishra, Excel, 2006.
4. Working capital management, Bhattacharya, Prentice Hall, 2014.
5. Working capital management: Theory and Practice, Periasamy, Himalaya, 2014.

ADDITIONAL RESOURCES

www.ediindia.org, catalogue.pearsoned.co.uk, tutor2u.net/business/presentations

SEMESTER	:	IV
COURSE CODE	:	MGT –E-449
COURSE TITLE	:	MANAGEMENT OF FINANCIAL INSTITUTIONS
CREDITS	:	2

AIM: To a thorough understanding regarding the specific financial management problems and detailed study of the working of financial institutions in India.

OBJECTIVES: The course contains The role and importance of financial institutions, evaluating risk and return of assets and liabilities of FIS, financial management of commercial banks, credit and monetary planning and capital adequacy and capital planning.

COURSE CONTENT:

- Module I The role and importance of financial institutions – Financial management models and their application in financial institutions – Application of wealth maximization models to financial decisions.
- Module II Evaluating risk and return of assets and liabilities of FIS – flow of fund – analysis of the borrowing and lending behavior of financial institutions – Interest rate analysis – interest rate in financial system – yield curve – risk and inflation.
- Module III Financial management of commercial banks – banking law and regulations – provisions of RBI's operations.

- Module IV Credit and monetary planning – Thrift institution: development banks – role of development banking in industrial financing in India –
- Module V Working of different financial institutions – Mutual funds and international aspects of financial institutions.
- Module VI Capital adequacy and capital planning: strategy of growth – problem of time and Cost over runs – financial planning of FIS – financial goals and proforma statements.

REFERENCES:

1. Indian Financial System, 4th edition, Pathak, Pearson, 2014.
2. Indian Financial System, MY Khan, McGraw Hill, 2017.
3. Capital markets: institutions and instruments, Fabozzi and Frank, Prentice Hall, 2009.
4. Financial management of financial institution, Hempel, Prentice Hall, 1977
5. Development Banking and Financial intermediation, Himalaya, 2015.
6. Financial Markets and institutions, Fredric Mishkin and Eakins, Pearson, 2017.

ADDITIONAL RESOURCES:

en.wikipedia.org/wiki/Online_banking, www.amazon.in, www.econ.iastate.edu

SEMESTER	:	IV
COURSE CODE	:	MGT- E-4410
COURSE TITLE	:	TREASURY MANAGEMENT
CREDITS	:	2

AIM: To familiarize the participants with the functions of treasury management and the instruments and control techniques used in the management of foreign exchange markets and risk.

OBJECTIVES: The course contains introduction to treasury management, liquidity planning and managing cash assets, risk management, measuring interest rate risk with gap and earning sensitivity and credit risk.

COURSE CONTENT:

- Module I Introduction to treasury management – Objectives – Concept – Functions of integrated treasury – Process of Globalization – Evolving role of Treasury as profit Centre – Organization of treasury – Treasury products – Short term funds and investment management – Financial marketing – Money market – Capital market – Call money – Government securities – REPOs – Certificate of deposits – Rediscounting bills – Commercial papers – Foreign Exchange Markets & treasury – Linkage of domestic operations with foreign operations.
- Module II Liquidity planning and managing cash assets – Measurement of liquidity – Objectives of cash management – Reserve with Central banks – Managing float – Managing correspondent balances – Liquidity planning – Traditional liquidity measures.
- Module III Risk Management : Introduction – Definition of risk and risk management – Risk management process – Risk identification, measurement, monitoring and control – Types of risks – Business risk – Credit risk – Market risk – Earning risk – Liquidity risk – Operational risk – Control risk – Interest rate risk and management – Factors influencing interest rates

Module IV Theories on interest rates – Liquidity Adjustment Facility (LAF) Fixed income securities – pricing – Valuation – Yield on fixed income securities – Bond theorems – Interest rate risk – Duration and immunization – Bond Portfolio Management.

Module V Measuring interest rate risk with Gap and earning sensitivity – Duration GAP analysis – Simulation technique – Financial futures – Forwards – FRA and interest rate swaps – Cross currency swaps – Options – Caps – Floors and Complex swaps for managing interest rate risk – Foreign Exchange risk management using derivatives.

Module VI Credit risk – Management in banks – Credit risk rating – Credit rate portfolio management – Asset liability management in banks – Asset liability management – Bank Balance Sheet – Components of assets / liabilities and their management – ALM implementation – RBI guidelines.

REFERENCES:

1. An Introduction to Fund and Investment Management in Banks, Bhaskaran, R, Bankers Institute of Rural development, Lucknow, 2008
2. Credit Risk Management, Bagchi, S.K. Jaico Publishing House, Mumbai, 2006
3. Commercial Bank Management, 5th Edition, Rose, Peter, Texas A & M University College Station, 2005
4. Treasury management, IIBF, MacMillan, 2010.

ADDITIONAL RESOURCES:

ctpcert.afponline.org/ctpprep, www.icsi.edu/Webmodules, www.tmexam.com

SEMESTER	:	IV
COURSE CODE	:	MGT- E-4411
COURSE TITLE	:	INSURANCE MANAGEMENT
CREDITS	:	2

AIM: To acquaint the students with the understanding and functioning of the insurance management in India.

OBJECTIVE: The course deals with introduction to insurance management, life insurance technique, and non life insurance technique.

COURSE CONTENT:

Module I Principles and tools for control in insurance companies – Insurance company controlling: key indicators – The insurance sector at the national and international levels –

Module II Analysis of evolving tendencies in the financial/insurance sector – Analysis of competitive dynamics – Business Models in the Insurance sector – SWOT and scenario analysis.

Module III Insurance : Price of a financial transaction – Statistics and probability – From single risk to portfolios. Pooling risks : mutuality & Solidarity – Introduction to reinsurance.

Module IV Life insurance technique : Demographical bases – Life insurance products – Single premiums, single recurrent and periodic premium insurance products – Mathematical provision – Life insurance products: Endowment, Life annuity, Module and index linked, pensions funds.

Module V Life insurance technique: Life insurance with benefits linked to investment performance – The valuation of the life insurance business – Portfolio Evaluation

Tools – Risks and Solvency – Life Reinsurance – Pension funds and occupational Pension funds.

Module VI Non Life insurance technique : Actuarial Model for calculation of premium rates- Risk classification – Non-life technical provisions – Non-life Reinsurance and capital allocation – Non-life Products – personal line – Non-life Products commercial line-Financial management of Cat Risks – Claims management.

REFERENCES

1. Insurance management, Anand Ganguly, NewAge, 2012.
2. Elements of banking and insurance, Sethi J, Prentice Hall, 2012.
3. Principles of risk management and insurance, E Rejda George, Pearson, 2017.
4. Insurance and risk management, Sunilkumar, Galgotia, 2016.
5. Insurance management text and cases, 2nd edition, Sahoo SC, Himalaya, 2011.

ADDITIONAL RESOURCES: niapune.com/pdfs, www.casact.org, www.irmi.com

SEMESTER	:	IV
COURSE CODE	:	MGT- E-4412
COURSE TITLE	:	FINANCIAL STATEMENTS ANALYSIS AND FINANCIAL PLANNING
CREDITS	:	2

AIM: To provide an in-depth knowledge and analytical skill in the interpretation and use of financial statements in corporate decision making and financial planning.

OBJECTIVES: The course covers financial statement analysis, ratio analysis and funds flow analysis, break even and cost volume profit analysis, value added analysis and time value and valuation of rights and debts.

COURSE CONTENT:

- Module I Financial statement analysis – introduction – meaning – objectives – assumptions – Constraints – formats of statements – limitations – corporate statements – common size statement – trend ratios – CPP and CCA
- Module II Ratio analysis and funds flow analysis – Accounting ratios: liquidity, leverage, profitability, operating and asset management ratios – Du Pont analysis – Funds Flow: meaning, sources and applications – Factors and importance – Cash flows: meaning and reporting – Cash flow statement and cash budget – uses and limitations.
- Module III Break even and cost volume profit analysis – meaning, importance and applications – P/V ratio, margin of safety, angle of incidence – Profit volume chart – curvilinear break even analysis – CVP analysis under conditions of uncertainty – practical applications of linear programming technique – simulated breakeven point analysis.
- Module IV Value added analysis – Balanced score card – Value added analysis : generation and application – value added statements, ratios and reporting – Economic value Added: EVA and managerial performance – steps in implementing EVA – share holder value analysis
- Module V Financial forecasting techniques – external funds requirements – internal growth rate, sustainable growth rate.

Module VI Time value and valuation of rights and debts – time value of money - present value annuity, amortization, sinking fund – term structure and interest rate – yield to maturity – valuation of rights, convertibles, warrants and bonds.

REFERENCES:

1. Financial Statement Analysis, Gautum and Sikider, Central, 2005.
2. Financial statement analysis, Wild and Subramaniam, McGraw Hill, 2014/
3. Financial Statement analysis and security evaluation, Stephen Penman, McGraw Hill, 2017.
4. Financial Statement Analysis, MS Narasimhan, Cengage, 2016.
5. Introduction to Financial statement analysis, Dean Kaplan, Kaplan Group, 2012.

ADDITIONAL RESOURCES: niapune.com/pdfs, www.casact.org, www.irmi.com

SEMESTER : **IV**
COURSE CODE : **MGT –E-4413**
COURSE TITLE : **PERSONALITY AND MANAGERIAL PERFORMANCE**
CREDITS : **2**

AIM: To give an overview of personality and its influence in managerial performance.

OBJECTIVES: The course contains concept and definition of personality, perception of self and others, personality related measurements, frustration, conflict and anxiety and counseling.

COURSE CONTENT:

- Module I Concept and Definition of personality, Introduction to major theories of personality (psychoanalytical Theory; need based theories; Self theory) Stages in the development of human personality disorder and introduction to abnormal behavior.
- Module II Perception of self and others; influences in perception; inter-personal affinities and relationships.
- Module III Emotions, Theories of emotional behavior: adaptive and disruptive emotions – influences on behavior.
- Module IV Personality related measurements: Testing of intelligence, ability, attitudes and aptitude. Use of Testing Instruments, questionnaires and direct interview; Designing and application of measuring instruments in the organizational context.
- Module V Frustration, conflict and anxiety – different approaches to handling stress and causative factors for stress: Influence of stress, physical and mental process; Stress management.
- Module VI Counseling – Emergence and Growth, Counseling process, strategies and interventions – Change in Behaviour through Counseling – Problems in Counseling, Application in organizational settings.

REFERENCES:

1. Personality and Managerial performance, Robert Spillane, UNSW Press, 2004
2. The Human Factor Approach to Managerial and Organizational Efficiency and Effectiveness, Senyo, Palgrave McMillan, 2016.
3. Organizational Behaviour, 12th edition, Luthans, Fred, McGrawHill, 2010

4. Organizational Behaviour, SS Khanka, S Chand, 2007.

ADDITIONALRESOURCES: link.springer.com, scholar.lib.vt.edu/theses/public

SEMESTER : **IV**
COURSE CODE : **MGT- E-4414**
COURSE TITLE : **CONFLICT RESOLUTION AND NEGOTIATIONS**
CREDITS : **2**

AIM: To introduce students to conflict resolution and negotiation and tactics that can be effectively used in an organizational setting.

OBJECTIVES:: The course deals with role of conflict in organizations, conflict and organizational culture, negotiations, integrative bargaining and negotiation simulations.

COURSE CONTENT:

Module I Role of conflict in organizations-leadership approaches to conflict situation.

Module II Managerial approaches to conflict – individual differences – power and influence.

Module III Conflict and organizational culture, - negotiation strategies and conflict resolution, superior/subordinate interactions and conflict resolution – ethics in conflict resolution.

Module IV Negotiations: Nature, outcomes – Distributive negotiations – Strategy and planning.

Module V Integrative bargaining – Targets and aspirations – Contingent contracts – Trust and relationships.

Module VI Negotiation simulations – in basket exercise – case studies.

REFERENCES:

1. The Critical 14 years of your Professional Life. Secaucus, NJ: Carol Publishing, 2003
2. Judgment in Managerial Decision Making Bazerman, Wiley, 2002
3. Beyond Reason: Using Emotions as you Negotiate Fisher & Shapiro, Viking, 2005
4. The Shadow Negotiation, Kolb and Williams, Simaon and Schuster, 2000.

ADDITIONALRESOURCES: ocw.mit.edu › *Courses*, blogs.law.harvard.edu/hnmcps

SEMESTER : **IV**
COURSE CODE : **MGT- E-4415**
COURSE TITLE : **EVENT MANAGEMENT**
CREDITS : **2**

AIM: This course is aimed at highlighting the efforts needed to conduct an event of any nature and various activities related to human resources.

OBJECTIVES:The course contains structuring and organizing work, scheduling of activities, leadership, creativity and innovation and event coordination.

COURSE CONTENT:

- Module I Structuring and organizing work – Assessment of work load –planning for manpower resources – organization charts and work schedules.
- Module II Scheduling of activities – Forecasting techniques – Quantitative models for event organization – use of computers in decision making and planning.
- Module III Leadership – concepts and practical skills – transactional and transformational leadership – team building and performance management.
- Module IV Creativity and innovation – creative problem solving under conditions of certainty, risk and uncertainty – problem solving styles.
- Module V Stress: handling stress and conflict – Time management.
- Module VI Event coordination – Modern events – Event logistics – Formation of event management company – HR issues – Future of event management.

REFERENCES:

1. Event management, Saurav Mittal, Passive income, 2017.
2. Toolkit for successful event management, Michelle Fanus, AA Global, 2012
3. Successful event management, Anton Shone and Bryn Parry, Thomson learning.2013.
4. Event planning and Management, Divakar Sharman, Deep and Deep,2008.
5. The business of event planning, Judy Allen, Wiley,2010

ADDITIONALRESOURCES:www.institute-of-event-management.com,
www.eventeducation.com

SEMESTER : **IV**
COURSE CODE : **MGT- E - 4416**
COURSE TITLE : **KNOWLEDGE MANAGEMENT**
CREDITS : **2**

AIM: To familiarize the participants with role, and application of knowledge management in this information era.

OBJECTIVES:The course deals with introduction to knowledge management, knowledge management activities, knowledge management tools, artificial intelligence and data mining.

COURSE CONTENT:

- Module I Definition – knowledge Management – intellectual capital – knowledge types – components of knowledge – tacit and explicit knowledge.
- Module II Organizational learning & organizational memory – objectives of knowledge management – drivers of knowledge management – aligning knowledge management and business strategy.
- Module III Knowledge Management activities – cyclic model of Knowledge Management – Knowledge repository – reasons for adopting knowledge management – responsibilities of Knowledge Management – Officer – Steps in Knowledge Management implementation – knowledge Management team constitution – role of consultants.

- Module IV Knowledge Management Strategy development Knowledge management tools – methods and technologies – cost consideration of developing KMS – key success factors – measurement of success factors – bench marking and balanced scorecard technique – common causes of familiar of Km projects.
- Module V Knowledge Management and its relationship with Artificial Intelligence – AI methods used in Knowledge Management Systems – Study of reprehensive products with embedded AI technology used in KM- experts systems, fuzzy logic expert system, intelligent agents.
- Module VI Data mining – warehousing – knowledge discovery – electronic document management concepts – knowledge Management system development – prototype –software tools – Case studies.

REFERENCES:

1. Knowledge Management tool kit, Amrit Tiwana, Prentice Hall, 2010
2. Complete guide to Knowledge management, Edna Pasher, Wiley,2010.
3. Practical techniques for building a knowledge management system, Addition Wesley, Pearson Education Asia Ltd., India. 2000.

ADDITIONAL RESOURCES: www.londoninternational.ac.uk, www.ugc.edu.hk

SEMESTER : **IV**
COURSE CODE : **MGT –E-4417**
COURSE TITLE : **INTERNET PROGRAMMING AND WEB DESING**
CREDITS : **2**

AIM: TO introduce the use and features of Internet and the methods of designing web pages.

OBJECTIVES:The course contains internet & its features, introduction to multimedia, fibre optic computer communication, network topologies and HTML tags.

COURSE CONTENT:

- Module I Internet & its features – establishing connection & browsing websites – Modems – communication software – shareware – search engines and commands compression software & file compression – sound & images – animation.
- Module II Definition of multimedia – differences between CD & DVD – read/write processes in CD-multimedia in PC – hardware –SCSI, MCI, memory and storage devices – input devices – output hardware and communication devices.
- Module III Fibre optic computer communication – principle of light transmission in fibre advantages of optical fibre communication system – characteristics of optical fibre – optic cables – light sources & photo detectors.
- Module IV Network topologies – Understanding fundamental layers of ISO/OSI network model – network layers – protocols – major TCP/IP protocols & their uses.
- Module V HTML tags – use of commonly used tags and generation of pages with links to other sites.
- Module VI Simple JAVA programming – compilation and generation of graphics including animation in web pages.

REFERENCES:

1. HTML, 4.01, 3rd Edition, Ed Tittel, Natanya Pitts & Chelsea Valentine, IDG Books, 2004
2. JAVA programming, 3rd Edition, Donald J Koosis & David Koosis IDG Books, 2004
3. Internet Computing 101, Alfred Glossbrenner, Tata McGraw Hill, 1995.
4. Telecommunication transmission system: microwave, Fibre Optics, Mobile Cellular, Data & Digital Multiplexing, Robert G Winch, McGraw Hill, 2000

ADDITIONAL RESOURCES: www.ucsc-extension.edu, www.w3schools.com,
www.ncbi.nlm.nih.gov

SEMESTER : **IV**
COURSE CODE : **MGT- E-4418**
COURSE TITLE : **BUSINESS INTELLIGENCE AND
 DATA WAREHOUSING**
CREDITS : **2**

AIM: To introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.

OBJECTIVES: The course deals with emerging trends in BI, IB applications, classes of ODS, data modeling and data warehouse architecture.

COURSE CONTENT:

- Module I Emerging trends in BI: MDM/DQ-CPM- Decision Yield – Embedded Analytics – Open Source BI – BI & SOA – DW Appliances – unstructured data Management.
- Module II IB Applications: Telecom – BFSI- Retail – Data mining : Concept – Data mining v/s OLAP – Data mining v/s Statistical Analysis – Tasks solved by Data mining Methods.
- Module III Classes of ODS – Architectural components – Best Practices – Architectural Considerations – Data Model Distinctions.
- Module IV Data Modeling: Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema – ETL Overview and Market study – ODS Overview and Architectural Challenges.
- Module V Global, Independent & Interconnected – Architectures – Enterprises Data Warehouse – Data Marts – Implementation Approaches.
- Module VI Data warehouse Architecture: Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP.

REFERENCES:

1. Building the Data Warehouse, 3rd Ed., Inmon, John Wiley, 2002.
2. Data Mining: What General Managers Need to Know, Jacobs, Harvard management Update, October 1999.
3. Decisions without Blinders, Baserman and Chugh, Harvard Business Review, Jan. 2006.
4. Which Data Warehouse architecture is Most Successful,” Ariyachandra and Watson Business Intelligence Journal, Qtr 1, 2006, Vol. 11, No. 1.
5. Diamonds in the Data Mine, Loveman, Harvard Business Review, May 2003.

6. Business Intelligence Through Text Mining, Forelich, Ananyan, and Olson, Business Intelligence Journal, Winter 2005.

ADDITIONAL RESOURCES: ecm.elearningcurve.com, ecm.elearningcurve.com, www.athena-solutions.com

OPERATIONS

SEMESTER : **IV**
COURSE CODE : **MGT- E-4419**
COURSE TITLE : **WORLD CLASS MANUFACTURING**
CREDITS : **2**

AIM: To acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world-class manufacturing.

OBJECTIVES: The course gives an orientation to world class manufacturing, JIT, technological innovation in manufacturing, factory of the future automated systems and world-Class manufacturing.

COURSE CONTENT:

- Module I World-Class Manufacturing: introduction – product development process – process mapping – Information Age Competition.
- Module II JIT – total quality strategies for manufacturing success and WCM model – MRPI and MRP II – developments – gaining competitive edge.
- Module III Technological innovation in manufacturing – computer integrated manufacturing – flexible manufacturing systems – cellular manufacturing.
- Module IV Factory of the future automated systems – human factors in automated systems – optimized production technology – Modeling – optimizing – simulation of manufacturing systems.
- Module V World-Class manufacturing – International Scenario and Indian Scenario
- Module VI Manufacturing innovations – quick response manufacturing – agile manufacturing – rapid prototyping – concurrent engineering.

REFERENCES:

1. World-Class Manufacturing – A Strategic Perspective, B.S. Sahay, K.B.C. saxena & Ashish Kumar, MacMillan India,2007
2. World-Class manufacturing, Richard J. Schonberger, The Free Press,2013
3. The Manufacturing Advantage – Achieving Competitive Manufacturing Operations, Nigel & Slack, Viva Books,2009
4. Just In Time Management for World Class Manufacturing The Japanese Way, A.K. Chitale & G.S. Narang, Ajanta Publications,2010

ADDITIONAL RESOURCES: world-class-manufacturing.com/training.html, www.tvp.zcu.cz

SEMESTER : **IV**
COURSE CODE : **MGT –E-4420**
COURSE TITLE : **TECHNOLOGICAL EXCELLENCE**
CREDITS : **2**

AIM: The aim of this subject is to acquaint the students with the role of technology & innovation in global industrial competition, and the organizational support systems and processes needed for acquisition, development integration and commercialization of technologies.

OBJECTIVES: The course provides with basic concepts, manufacturing innovations, crucial issues of flexible technology, product development cycle and core competencies in technology and its commercialization.

COURSE CONTENT:

- Module I Technology and its importance in global manufacturing – Strategic Management of Technology – Manufacturing Technology : developments.
- Module II Manufacturing innovations: Productivity & Incremental Innovation – Technology Absorption – World class manufacturing.
- Module III Crucial issues of Flexible Technology – Strategic Evaluation of Technological Investments – Technology Development.
- Module IV Product Development Cycle – Integration of Design & Manufacturing – Management of Technological Innovation – Technology Fusion & the new R & D.
- Module V Core competencies in Technology and its Commercialization – Building Organization Culture – Cooperation between Government and Industry
- Module VI Coping with continuous change – The structure of the Japanese Innovation System.

REFERENCES:

1. Technology Management – Text and International Cases, Harrison N and Samson D, Tata McGraw – Hill, 2006
2. Management of Technology and Innovation – Competing through technological Excellence, Rastogi P.N. Sage Publications,2013
3. Edison in the Board room – How leading Companies Realize Value from their Intellectual Assets, Davis, J L, Harrison S S, John Wiley,2005
4. Christensen, C.M. and Raynor, M.E. (2003), The Innovator’s Solution: Creating and Sustaining Successful Growth, Harvard Business School Press,2008

ADDITIONAL RESOURCES: www.cjlt.ca, <https://uwaterloo.ca/centre>

SEMESTER	:	IV
COURSE CODE	:	MGT- E-4421
COURSE TITLE	:	TECHNOLOGY MANAGEMENT
CREDITS	:	2

AIM: The aim of this subject is to acquaint the students with the management of technology, various science and technology policies, technology forecasting and technology choice and evaluation.

OBJECTIVES: The course introduces to technology management, technology forecasting, technology choice and evaluation, technology transfer and acquisition and technology absorption and innovation.

COURSE CONTENT:

- Module I Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, Social, legal, political aspects, methods or techniques for analysis – steps involved. Technology policy strategy: Science and technology policy of India, implications to industry.
- Module II Technology forecasting: need, methodology and methods – trend Analysis, analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.
- Module III Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.
- Module IV Technology Transfer and Acquisition: Import regulations, Implications of 'Uruguay Round', and WTO, Bargaining process, Transfer option, MOU
- Module V Technology adoption and Productivity: adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.
- Module VI Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations – Technology Audit.

REFERENCES:

1. Utterback, James, mastering the Dynamics of Innovation, Harvard Business School Press,2010
2. Moore, G, Crossing the Chasm, Harper Collins,2009
3. Shapero, Albert, The Human Side of Managing Technological Innovation, Ralph Katz, Ed., Oxford U, Press,2008
4. Roberts, E.B., Entrepreneurs in High Technology: Lessons from MIT and Beyond, Oxford University Press,2009

ADDITIONAL RESOURCES: ocw.mit.edu, ocw.mit.edu

SEMESTER : **IV**
COURSE CODE : **MGT- E-4422**
COURSE TITLE : **RETAIL BRAND MANAGEMENT**
CREDITS : **2**

AIM: To explore the various issues related to Brand Management and to enhance the understanding and appreciation of the same.

OBJECTIVES:Describes in detail of perceptions and branding,brand positioning, brand protection, Globalization and retail brands.

COURSE CONTENT:

- Module I What is a brand :- Definitions – financial value of brands – social value of brands – what makes brands great – keys of branding – brand halo – changing face of customer – line influence on a growing brand – processes involved in building and managing brands in retail environment.
- Module II Perceptions and branding : - emotional benefits of branding – emotional branding perceptions – reception – what brands communicate – customer contact points – brand reflection – brand story – retail brand design.

- Module III Visual identity – Colour in design – Sound in brand design – audio logos and jingles – sensory brands and smell in brand design – brands and taste – brand and touch – words and shapes – verbal identity – brand architecture – brand building skills.
- Module IV Brand positioning – Brand planning – retail brand creation – brand platform – brand experience – brand communication – public relations perspective – opportunity modeling.
- Module V Brand protection – Trademarks – classification of retail brands – creating a new mark – Trade mark – portfolio audit – copyright – registered designs – brand as business asset – brands and wealth creation – brands on the balance sheet – approaches to brand valuation.
- Module VI Globalization and retail brands – power of logo – brand leadership – global brands – Asian brands – revitalized brands – challenger brands – brand and customer protection – brand building – brand sustainability – brand decline – changing customers – retail brands in mergers and acquisition – brand audit.

REFERENCES:

1. Brands and branding – Rita Clifton and John Simmons – Profile books Ltd,2004
2. Brand practices in India – Sasikumar K and Chandrasekar KS, Himalaya Publishing,2011
3. What's in a brand – John Philip Jones – Tata McGraw Hill,2007
4. Strategic Brand Management – Jean Noel Kapferer, Kogan Page,2008
5. Creating Power brands – Leslie de Chernatory & McDonald, Butterworth – Heinemann,2007

ADDITIONAL RESOURCES: training.gov.au, www.marketingprofs.com, www.icaew.com

SEMESTER : **IV**
COURSE CODE : **MGT- E-4423**
COURSE TITLE : **CUSTOMER RELATIONSHIP MANAGEMENT
 IN RETAILING**
CREDITS : **2**

AIM: To introduce the importance of CRM and its usefulness in retailing.

OBJECTIVES: The course contains Relationship marketing, principles of customer research, customer service and understanding and managing customer expectations.

COURSE CONTENT:

- Module I Introduction to CRM – An enterprise wide view – CRM : Definition and Concepts – The importance of effective CRM strategies as an integral part of effective marketing strategies – Consumer Behaviour principles – Organizational buyer behaviour.
- Module II Relationship marketing – Understanding buyers expectations – building customer loyalty – types of loyalty – influencing factors –loyalty ladder- significance of loyal customers – impact of lost customers – computing cost of lost customers – customer Lifetime Value.
- Module III Customer Service: Strategic Advantage through Customer Service – Customer service strategies – Gap Model of Improving Customer Service – Customer Acquisition and Retention – strategies - CRM implementation. Customer equity – analysis of customer equity.

Module IV Principles of customer research – Using internal information sources – Using Customer data, Data warehousing and data mining.

Module V Segmentation and targeting – identifying cost effective external information sources: Published data – Using the Internet, Market research.

Module VI Understanding and managing customer expectations – Developing customer confidence – Building relationships by adding value to customers cost effectively – Managing customer contact strategies – Dealing with difficult situations – Measuring performance of CRM – Future of CRM.

REFERENCES:

1. Customer Relationship Management-step by step approach, Peeru Mohammed, Vikas Publishing,2003
2. Hand book of Relationship marketing, Jagadish N.sheth and Atul Parvatiyar, Response books,2008
3. Customer Relationship Management Essentials, Gosney, Prentice Hall,2008

ADDITIONAL RESOURCES: www.microsoft.com, www.tridentinfo.com/customer-relationship-management.aspx

SEMESTER : **IV**
COURSE CODE : **MGT- E-4424**
COURSE TITLE : **MALL MANAGEMENT**
CREDITS : **2**

AIM: To understand the concept of Malls and the commercial lease terms and components and the risks involved in managing the malls.

OBJECTIVES: The course describes an overview of retail and mall management, maintenance management and a review of commercial lease.it also deals with a comparison of international and Indian malls.

COURSE CONTENT:

Module I Global Overview of Retail and Mall Management – Introduction to Malls – Comparison of international malls and Indian malls.

Module II Malls in India – Corporate malls – Site Selection Process.

Module III Understanding and review of commercial lease – tenant mix – Marketing Planning and Branding of Malls – Case studies of branding of malls.

Module IV Maintenance management: issues and strategies – Preventive and break down maintenance – Leasing and outsourcing.

Module V HRM in mall management – recruitment and selection, training, motivation and evaluation, retail operations – HRM planning and organizational structure.

Module VI Risk assessment techniques – Violence against staff – Cash security – Retail Crimes – Security and loss control techniques – Shop lifting : measures to overcome.

REFERENCES:

1. Mall management with case studies, Abhijit Das,Taxmann, 2016.
2. Supermarketwala, Damodar Mall, Random House, 2014.

ADDITIONAL RESOURCES:
ipmall.info/hosted_resources/fplchome.asp

www.benefitmall.com,

SEMESTER : **IV**
COURSE CODE : **MGT –E-4425**
COURSE TITLE : **GLOBAL CULTURAL MANAGEMENT**
CREDITS : **2**

AIM: The course seeks to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organizations.

OBJECTIVES: This course deals with cross cultural negotiations, leadership decision making and global management. International global business operations with cultural adjustment and cultural shocks are also elaborated.

COURSE CONTENT:

- Module I Concept of Culture in Business Context – Organizational Culture and Climate – Theoretical Foundation of Cross Cultural Management (CCM) – Cultural background of business stakeholders (mangers, employees, shareholders, suppliers and customers) – An Analytical frame work – Human and Cultural Variables in Global Organizations.
- Module II Cultural and Global Management – Elements and Processes of Communication across Cultures – Communication Strategies – Indian MNCs and Foreign MNCs
- Module III Cross Cultural difference and implications in managerial decisions – performance Winning Team and Cultures – Cultural Implications for Teams.
- Module IV Cross Cultural – Negotiation and Decision Making – process of Negotiation and Needed Skills and Knowledge Base – Alignment of Strategy, Structure and Culture in organizational context – Cross Cultural Research Methodology and Holster’s Hermes Study.
- Module V Cross Cultural leadership and Decision making – Cross Cultural setting and HR practices – staffing, training, motivations, leading, Developing the values and behaviours necessary to build high-performance organizations personnel.
- Module VI International and Global Business operations with Cross Cultural dimension – India – Europe and India – Moduleed States managerial practices – Successful Implementation of Culture Change Phase – States of Cultural Adjustment and Stages of Culture Shock.

REFERENCES:

1. Cultures and Organizations: Software of the Mind, Third Edition, Geert Hofstede, McGraw Hill,2010.
2. Managing cultural diversity, Silvio DeBono, Myer and Myer, 2011.

ADDITIONAL RESOURCES: www.lsbf.org.uk, www.lsbf.org.uk/study_online,
division.aomonline.org

SEMESTER : **IV**
COURSE CODE : **MGT- E-4426**
COURSE TITLE : **INTERNATIONAL ECONOMICS**
CREDITS : **2**

AIM: To impart the fundamental principles of international economics and monetary system and different foreign exchange markets.

OBJECTIVES: This course deals with international economics ,and discusses about exchange rates ,interest rates, fixed exchange rate and foreign exchange intervention .Floating exchange rates and macroeconomic policies are also detailed.

COURSE CONTENT:

- Module I What is International Economics about? – Basis of international trade theory – Has the growth of newly Industrializing countries hurt advanced countries? – Imperfect competition and international trade
- Module II The economics of dumping – Instruments of trade policy – Political economy of trade policy – theory of customs union.
- Module III National Income Accounting and Balance of Payments – Exchange Rate and Foreign Exchange Market: An Asset Approach.
- Module IV Money, interest rates and exchange rates – price level and exchange rate in the long run – Output and exchange rate in the short run.
- Module V Fixed Exchange rate and Foreign Exchange Intervention – International Monetary System 180-1973.
- Module VI Macro economic policy and coordination under floating exchange rate – Optimum currency areas and European experience – Asian Financial crisis.

REFERENCES:

1. Robert Gilpin, Global Political Economy; Understanding the International Economic Order, Hyderabad: Orient Longman, 2001.
2. Paul R. Krugman and Maurice Obstfeld, International Economics: Theory and Policy, Addison Wesley, 2004.
3. Bretton Woods Commission, Bretton Woods: Looking to the Future, Washington DC, BWC, 1994.
4. M. Carnoy, M. Castells, M. Cohen and F.H. Cardoso (eds.) The New Global Economy in the Information Age: Reflections on our Changing World, University Park PA, Pennsylvania State University Press, 1993.
5. P. Drucker, The New Realities, Oxford, Heinemann, 1989.

ADDITIONAL RESOURCES: ocw.mit.edu, www.economicnetwork.ac.uk

SEMESTER : IV
COURSE CODE : MGT- E-4427
COURSE TITLE : WAREHOUSING, PACKING AND MATERIALS HANDLING
CREDITS : 2

AIM: To acquaint the student with the awareness on the need for warehousing, methods including the packing and materials handling.

OBJECTIVES: The course provides introduction to warehousing, site selection, maintenance, packing materials and material handling equipments.

COURSE CONTENT:

Module I Introduction to Warehousing- Functionality of warehouse- Production Support Warehousing- methods- Site selection and layout management

Module II Classification of warehouses- Warehouse operations: design, safety and Preventive maintenance- warehouse equipments.

Module III Packing: importance and scope- Packing methods- Types of Pallets-

Module IV Packaging-Modern methods- importance in materials efficiency

Module V Materials handling: Guidelines and principles- equipments- issues- challenges

Module VI Marine insurance: characteristics- contracts and warranties-assignment of policy -rights of insurer on payment

REFERENCES:

1. Coyle et al., THE MANAGEMENT OF BUSINESS LOGISTICS, Thomson Learning, 7th edition, 2004
2. Ailawadi C Sathish & Rakesh Singh, LOGISTICS MANAGEMENT, Prentice Hall, India, 2005

ADDITIONAL RESOURCES:

Bolton, "Effective Demand Management – Are you limiting the performance of your own supply chain?" Strategic Supply Chain Alignment, pp. 138-156.

Marine insurance by Solomon Stephen Huebner (Nabu Press)

SEMESTER : IV
COURSE CODE : MGT –E-4428
COURSE TITLE : OUTSOURCING AND LOGISTICS SERVICE PROVIDERS
CREDITS : 2

AIM: To acquaint the student with the awareness on the need for outsourcing and the importance of suppliers and vendors.

OBJECTIVES: The course offers introduction to outsourcing, vendor rating, logistic service providers, logistics alliances etc.

COURSE CONTENT:

Module I Outsourcing: Introduction, need and importance- Lean companies- Preparation of outsourcing contract.

Module II Suppliers and vendors: Rating- methods- Challenges and opportunities in Global outsourcing- Modern logistics concepts.

Module III Evaluation and revolution of logistics and supply chain management

Module IV Logistic Service providers (LSP): Roles and responsibilities.

Module V Difference between global, national and local LSPs-need and selection – LSAM Alliances- Risks of logistics alliances.

Module VI Performance evaluation of LSP- Benchmarking- International contracts:

Documents- cargo clearances

REFERENCES:

1. Donald J Bowersox Davi J Class" Logistics Management, Tata Mc.Graw Hill, New Delhi, 2008
2. Reji Ismail, "Logistics Management" Excel Books, 2008.
3. Chopra S and P Meindl "Supply chain management: Strategy, planning and operations" , Himalaya Publications, 2008
4. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc,, 1998.
5. Bhuvan Unhelkar, Global Integrated Supply Chain Systems, Idea group Publications, 2005.

ADDITIONAL RESOURCES:

Air cargo distributions: a management analysis of its economic and marketing benefits / [by] Paul Jackson and William Brackenridge (Gower Press)
Accelerated Logistics by Mark Wang (Santa Monica CA)

SEMESTER : IV
COURSE CODE : MGT -E-4429
COURSE TITLE : LOGISTIC INFORMATION SYSTEMS
CREDITS : 2

AIM: To acquaint the student with the awareness on the emerging area of Logistics information systems and its relevance to logistics operations.

OBJECTIVES: The course gives introduction to LIS, LIS architecture, information forecasting and use, effective use of the same in supply chain and logistics.

COURSE CONTENT:

Module I	Logistics Information Systems (LIS)-Meaning & Need Forms-LIS-Definition-Information functionality - activities involved in transaction system-Principles of designing or evaluating LIS applications
Module II	LIS Architecture-components-Two forms of activities; Planning & co-ordination flows & operating flows - Flow and use of integrated logistics information.
Module III	Information forecasting: Definition-Process- component-characteristic of forecast compound approaches-forecast techniques-Forecast error.
Module IV	Information Technology & Logistics-Electronic Data Interchange-Personal Computers-Artificial Intelligence/Expert system-Communications Bar coding & Scanning-Electronic Data Interchange standards-Future directions.
Module V	Information Technology for supply chain management - Bull whip effect-IT in supply chain
Module VI	Business Process Reengineering-enterprise resource planning-EDI-Problems with EDI-Impact of Internet on SCM.

REFERENCES:

1. Logistics David J. Bloomberg, Stephen LeMay , Prentice-Hall of India, 2005
2. Logistics, Donald Waters, Macmillan, New York, 2004
3. Logistics Management & World Sea borne Trade, Krishnaveni Muthiah, Himalaya Publishing House, Mumbai, 1999
4. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc,, 1998.
5. Realizing e-business with application service providers, Louis Columbus, LWC publication, 2000

ADDITIONAL RESOURCES:

<https://scm.ncsu.edu/scm-articles/article/logistics-information-systems>

<https://www.pomsmeetings.org/confproceedings/001/papers/gop-02.2.pdf>

SEMESTER	:	IV
COURSE CODE	:	MGT- D-541
COURSE TITLE	:	DISSERTATION
CREDITS	:	5

After the completion of the third semester examination, the students will start the project work on their desired area and undertake the same for a period of 2 months during January-February. They will report to the department after the project for the classes for the fourth semester.

The project is an essential requirement and integral part of the curriculum for successful completion of the programme. The project aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on the chosen/allotted topic.

Selection of Project Topic

Project topic has to be selected with respect to the major specialization chosen by the student. Title of the project should clearly specify the objective and scope of the study. It should be specific and neither too vague nor centralistic. Project work should be either a Field Survey study, Comprehensive Case study on the functioning of a business organization, Inter-organizational study, application of optimization techniques for business decisions, computer systems development for business operations. After collecting the necessary information from primary and secondary sources, frequent visits to select companies/organizations and administering questionnaire/Interview schedules, if any, the students are advised to discuss with their Project Guides for necessary directions on how to tabulate and analyze the data, application of statistical tools, testing of hypotheses if any, etc. and then prepare a plan of chapterization to prepare the Project Report.