

MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOR

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: I/I	External Marks: 70
Credits	: 4	SubjectCode:19MB1T01

Unit – I

Management: Introduction, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills –

Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business (SRB)

Unit-II

Organizing: Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts –

Coordination: principles of Coordination - Emerging Trends in Corporate Structure – Controlling-Nature and importance, process techniques of Controlling, Requirements of effective control and controlling.

Unit – III

Organizational behavior: Introduction Nature and scope of OB – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

Unit – IV

Motivation and Job Performance: Concept of Motivation- theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups Dynamics – stages formation of groups - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

Unit – V:

Organizational conflict: causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalill “Introduction to Management Science” Cengage Publications, New Delhi
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. K.Asawathappa “ Organisational Behaviour-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “Organisational Behaviour”, TMH Education, New Delhi, 2008

MANAGERIAL ECONOMICS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: I/I	External Marks: 70
Credits	: 4	SubjectCode:19MB1T02

UNIT-I

Introduction to Managerial Economics: Concept of Economics -Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept,-Theory of Firm.

UNIT-II

Demand and Supply Analysis: Demand- Determinants of demand - Law of Demand - Elasticity of Demand- Measurement of Elasticity- Methods of demand forecasting for established and new products. Supply Analysis – Supply function, Law of Supply, Elasticity of Supply

UNIT-III

Theory of Production and Cost: Production Function- Law of Variable Proportions - Iso-quant and Iso-cost curves-Least Cost Combination of Input-MRTS - Cobb-Douglas and CES Production Function- Law of Returns to Scale and - Economies and Diseconomies of Scale Cost Analysis –Cost Concepts, Cost-output Analysis in Short run and Long run

UNIT-IV

Theory of Pricing: Market structure-Types- Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.

UNIT-V

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation, Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House
2. H.Craig Peterson, W.Cris Lewis, Managerial Economics, Pearson, 2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI, 2001.
5. K .K Dawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, Vikas Publishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH

ACCOUNTING FOR MANAGERS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: I/I	External Marks: 70
Credits	: 4	Subject Code: 19MB1T03

UNIT-I

Financial Accounting: Concept, Importance and scope, Accounting principles, Accounting cycle, Journal , Ledger, Trial balance, Preparation of final accounts with adjustments.

UNIT-II

Analysis and Interpretation of Financial statements: Meaning, Importance and Techniques, Ratio analysis, Fund flow analysis, Cash flow analysis.

UNIT-III

Cost accounting: Meaning, Importance, Methods, Techniques; Classification of Costs and Cost Sheet; Inventory valuation methods- LIFO, FIFO, HIFO and Weighted average method, an elementary knowledge of activity-based costing.

UNIT-IV

Management accounting: Concept, Need, Importance and Scope; Budgetary control-Meaning, Objectives, Types of budgets and their preparation.

UNIT-V

Standard costing and Variance analysis (Materials, Labour)-Marginal costing and its application in managerial decision making, Break Even Analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Maheswari and maheswari" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
3. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, NewDelhi.
4. Hansen & Mowen, Cost Management, Thomson Learning.
5. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana

BUSINESS SKILLS DEVELOPMENT

Lecture	: 4 Hours/Week	Internal Marks	: 30
ear/Semester : I/I		External Marks	: 70
Credits	: 4	Subject Code: 19MB1T04	

UNIT- I

Communication in Business Objectives of communication -The Process of Human Communication – Types of Communication-Written, Oral, Visual, Audio Visual-Developing Listening Skills –Types, essentials of good listening and tips.

UNIT -II

Managing Organizational Communication– Formal and Informal Communication – Intra-personal– Inter -Personal Communication-Communication Models - Johari Window, Transactional Analysis, and Social Exchange theory. Role of emotion, barriers to interpersonal communication- Gateways to effective interpersonal communication.

UNIT -III

Nonverbal communication and Body language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, Appropriate body language and Mannerisms for interviews: business etiquettes-cultural effects of communication. Communication styles.

UNIT- IV

Business Correspondence- Essentials of Effective Business Correspondence, Norms for business letters-Letter for different kinds of situations- Business Letter and Forms, Resume writing, Meeting, Telephonic Communication – Use of Technology in Business Communication.

UNIT -V

Report Writing and Presentation skills – Formal and Informal Reports-Reports and Proposals – Prerequisites for effective presentation -Types and Stages of presentation – Communication skills for group discussion and interviews-interview techniques.

(Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.)

Text / Reference Books

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Rayudu, CS: “*Communication*”, Himalaya Publishing House, Mumbai.
3. Krizan: “*Essentials of Business Communication*”, Cengage Learning, New Delhi.
4. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
5. Dalmar Fisher: “*Communication in Organizations*”, JAICO Publishing House, New Delhi, 2007.
6. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
7. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi.

LEGAL AND BUSINESS ENVIRONMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: I/I	External Marks: 70
Credits	: 4	Subject Code: 19MB1T05

UNIT-I

Business Environment: Concept of Business Environment-Definition-Characteristics-Inter & External, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India-BOP- Technological Environment

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems-Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies-. Structure of Indian Economy-Nature and significance. Economic Planning- Objectives, Merits, Limitations-WTO Agreements-TRIPS, TRIMS&GATS

UNIT-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law-Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

UNIT-IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital Signature-Cyber Frauds.

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties-Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
4. Sundaram and Black: *“International Business Environment Text and Cases”*, PHI Private Limited, New Delhi.
5. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.
6. Chaula and Garg, Mercantile Law, Kalyani Publishers.
7. P.K.Padhi: *“Legal Aspects of Business”*, PHI Learnings, New Delhi, 2013.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Lecture	: 4 Hours/Week	Internal Marks	: 30
Year/Semester	: I / I	External Marks	: 70
Credits	: 4	Subject Code: 19MB1T06	

UNIT -I

Linear Programming: Introduction to Operations Research, Linear Programming, Formation of mathematical modeling, Graphical method, the Simplex Method-artificial variable techniques, Big M method, two-phase method.

UNIT -II

Transportation, Assignment Models: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem.

UNIT -III

Game Theory: Competitive games, rectangular games, saddle point, minimax (maximin) method of optimal strategies, value of the game. Solution of games with saddle points, dominance principle. Rectangular games without saddle point-mixed strategy for 2x2 games and graphical method.

UNIT -IV

Decision Theory: Introduction –Types of Decisions –Components Decision Making – Decision Models –Types of Environment: Expected Monetary Value (EMV), Steps for Calculating EMV, the Expected Value of Perfect Information (EVPI), the Expected Opportunity Lose (EOL) - Decision Making Under Uncertainty, Decision Making Under Conflict – Decision tree analysis –Decision Making Under Utilities: Utility Function, Utility Curve, Construction of Utility Curve.

UNIT -V

PERT & CPM Drawing networks – identifying critical path – probability of completing the project within given time- optimum cost and optimum duration. Sequencing Problem: Introduction - Optimal solution for processing n jobs through two machines-processing n jobs through three machines-processing n jobs through m machines.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Operations Research / S.D.Sharma,Ramnath co,Meerut
2. Operations Research,P.K.Gupta,D.S.Hira,S.Chand
3. OperationsResearch/A.M.Natarajan,P.Balasubramani,ATamilarasi/PearsonEducation
4. Operations Research / R.Pannerselvam,PHI Publications

COMMUNICATIONS SKILLS LAB

Lecture	: 4 Periods/Week	Internal Marks	: 30
Year/Semester	: I/I	External Marks	: 70
Credits	: 2	Subject Code: 19MB1L01	

Objectives: The language lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:

- To expose the students to a variety of self-instructional, learner friendly modes of language learning.
- To help the students cultivate the habit of reading passages from the computer monitor, thus
- providing them with the required facility to face computer-based competitive exams such GRE,
- TOEFL, GMAT etc.
- To enable them to learn better pronunciation through stress on word accent, intonation, and rhythm.
- To train them to use language effectively to face interviews, group discussions, public speaking.
- To initiate them into greater use of the computer in resume preparation, report writing, format-
- making etc.

However, depending upon the available of infrastructure and budget, the above targets can also be achieved by procuring the minimum required equipment suggested for the establishment of Conventional Lab the details of which are given below. The lab should cater to the needs of the students to build up their confidence to help them develop leadership qualities through their communicative competence.

ENGLISH LANGUAGE LABORATORY PRACTICE

1. Introduction to Phonetics. 2. Introduction to Vowels and Consonants and associated Phonetic symbols. 3. Introduction to Accent, Intonation and Rhythm. 4. Situational Dialogues/Role Play. 5. Debate 6. Public Speaking. 7. Group Discussions 8. Facing Interviews 9. Resume preparation 10. e- correspondence

MODULE	TOPICS/SUB-TOPICS	LABSESSIONS
1	INTRODUCTION TOPHONETICS-Vowels, - Consonants, -Diphthongs INTRODUCTION TO STRESS & INTONATION-Articulation, - Respiration, -Phonation	3
2	GROUP DISCUSSIONS FACING INTERVIEWS	4
3	SITUATIONAL/DIALOGUE/	2
	ROLE PLAY RESUME PREPARATION	2

4	PUBLIC SPEAKING, DEBATE	2
5	GRE, TOEFL, GMAT MODELS, e-CORRESPONDENCE	3

Suggested Software for Lab classes:

1. Cambridge Advanced Learners' Dictionary with exercises
2. The Rosetta Stone English Library
3. Clarity Pronunciation Power
4. Mastering English in Vocabulary, Grammar, Spellings, Composition
5. Dorling Kindersley series of Grammar, Punctuation, Composition etc.
6. Oxford Advanced Learner's Compass, 7th Edition
7. Language in Use, Foundation Books Pvt Ltd
8. Learning to Speak English - 4 CDs
9. Microsoft Encarta
10. Murphy's English Grammar, Cambridge
11. Time series of IQ Test, Brain-teasers, Aptitude Test etc.
12. English in Mind, Herbert Puchta and Jeff Stranks with Meredith Levy, Cambridge

Reference books:

1. The Human Touch: personal Skills for Professional Success – by Debra Paul.
2. The Definitive Book of body Language – by Allan Pease, Barbara Pease.
3. How to Face Interviews – by Clive Fletcher.
4. The 7 Habits of Highly Effective People – by Stephen Covey.
5. The Google Resume: How to Prepare of a Career and Land a Job at Apple, Microsoft.
6. Good English –by G.H Vallins
7. Better English – G.H Vallins
8. Best English – G.H. Vallins
9. How to Talk to Anyone: 92 little tricks for big success in Relationships by Leli Lowndes.
10. The leader in you - by Dale Carnegie
11. 250 Job Interview Questions You'll most likely Be Asked – by Peter Veluki, Peter Verki.
12. Contemporary English Grammar, structures and Composition - by David Green.

IT for Managers – Lab (100% LAB)

Lecture	: 4 Hours/Week	Internal Marks	: 30
Year/Semester	: I/I	External Marks	: 70
Credits	: 2	Subject Code:	19MB1L02

UNIT 1

Introduction of various software used for business and their significance in the current business environments. Introduction of software MS Office, SQL.

UNIT 2

Financial modeling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations through spread sheet(excel)

UNIT 3

Statistics for management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

UNIT 4

Data Collection and analyzing techniques(using SPSS) - Charts, flow diagrams TQM methodologies

UNIT5

Preparation and presentations of mini projects assigned for course work of first semester.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

FINANCIAL MANAGEMENT

Lecture : 4 Hours/Week

Internal Marks: 30

Year/Semester : I/II

External Marks: 70

Credits : 4

SubjectCode:19MB2T01

UNIT- I

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario - Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization- Major decisions of financial manager.

UNIT-II

Financing Decision: Sources of finance - Concept and financial effects of leverage - EBIT - EPS analysis.

Cost of Capital: Weighted Average Cost of Capital- Theories of Capital Structure.

UNIT -III

Investment Decision: Concept and Techniques of Time Value of Money - Nature and Significance of Investment Decision - Estimation of Cash flows- Capital Budgeting Process - Techniques of Investment Appraisal- Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance - Major forms of dividends- Theories of Dividends-Determinants of Dividend -Dividends Policy and Dividend valuation - Bonus Shares -Stock Splits -Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital - Components of Working Capital - Factors determining the Working Capital- Estimating Working Capital requirement - Cash Management Models-Accounts Receivables-Credit Policies - Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. I.M. Pandey: "**Financial Management**", Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: "**Financial Management**", Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: "**Financial Management Theory and Practice**", Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

HUMAN RESOURCE MANAGEMENT

Lecture : 4 Hours/Week

Internal Marks: 30

Year/Semester : I/II

External Marks: 70

Credits : 4

SubjectCode: 19MB2T02

UNIT I :

HRM: - Definition and Functions – Evolution of HRM- Principles HRM - Ethical Aspects of HRM- - HR policies-PM Vs HRM - Role and position of HR department –Aligning HR strategy with organizational strategy - HRM at Global perspective- Challenges – Cross-cultural problems – Emerging trends.

UNIT II:

HR Planning: Demand and Supply forecasting - Recruitment and Selection- Procedure- Training and Development Methods and techniques– training evaluation – Job Retention - Job Analysis – Job description and Job specifications .Management development - HRD concepts – mechanisms.

UNIT III:

Performance Evaluation: Importance – Methods – Traditional and Modern Methods – Compensation, Concepts and Principles- Influencing Factors of Wage and Salary Administration- Current Trends in Compensation- Method of Payments-Incentive rewards - Compensation Mechanisms- Career Development and Counseling.

UNIT IV:

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Payment of Wages- Wage Differentials - Job design and Evaluation- Incentive Payment Systems. Welfare management: Nature and concepts – Statutory and non-statutory welfare measures.

UNIT V:

Managing Industrial Relations: Trade Unions-Employee Participation Schemes- Collective Bargaining–Grievances and Disputes resolution mechanisms –Safety at work – Nature and Importance – Work hazards – Safety Mechanisms-Managing workplace stress - HR accounting and auditing: Nature and significance –problems – HR audit process – HRIS & Methods.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013.
2. N.SambasivaRao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013

4. SubbaRao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai.

5. Muller_Camen. Croucher and Leigh: “*Human Resource Management- A Case Study Approach*”, JAICO Publishing, Delhi.

MARKETING MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: I/II	External Marks: 70
Credits	: 4	Subject Code: 19MB2T03

UNIT-I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix (4P's) - Concepts of Production, Product, Sales and Marketing, Societal Marketing, Green Marketing - Indian Marketing Environment.

UNIT-II

Market Segmentation: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis Targeting and Positioning: Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT-III

Product Aspect: Product – Product Mix - Product Life cycle (PLC). Pricing Aspects: Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT-IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

UNIT-V

Channels of Distribution: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Marketing Organization and Control: Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th

Edition, Mac Millan Publishers 2009.

4. Tapan K Panda: “**Marketing Management**”, Excel Books, New Delhi, 2012

PRODUCTION AND OPERATIONS MANAGEMENT

Lecture : 4 Hours/Week

Year/Semester : I/II

Credits : 4

Internal Marks: 30

External Marks: 70

SubjectCode:19MB2T04

UNIT-I

Introduction: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II

Product Design & Process Selection: Stages in Product Design process, Process Design, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Job design.

UNIT- III

Forecasting & Capacity Planning: Methods of Forecasting, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management-Inventory Control -Techniques

Unit- IV

Productivity: Factors Affecting Productivity –Work study– Method Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT -V

Quality Management: Concept of Quality- Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy& Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

BUSINESS RESEARCH AND STATISTICAL ANALYSIS

Lecture : 4 Hours/Week

Year/Semester : I/II

Credits : 4

Internal Marks: 30

External Marks: 70

SubjectCode: 19MB2T05

UNIT-I

Introduction: Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research, ethical issues in business research- Defining Research Problem, Steps in Research process

UNIT -II

Data collection: Discussion on primary data and secondary data, tools, techniques and methods of collecting data.

Sample design & techniques: Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT-III

Research design & data processing: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires-Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT-IV

Testing of hypothesis: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. Non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT -V

Data analysis techniques: Multivariate analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Navdeep and Gupta : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers

2. WillamG.Zikmund, Adhkari: "***Business Research Methods***", Cengage Learning, New Delhi, 2013.
3. S.Shajahan: "***Research Methods for management***", JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: "***Introducing Research Methodology***", SAGE, New Delhi, 2012.
5. Cooper R.Donald and Schindler S. Pamela: "***Business Research Methods***", 9/e, Tata McGraw Hill, New Delhi.
6. M.V.Kulkarni: "***Research Methodology***", Everest Publishing House, New Delhi, 2010.

TECHNOLOGY MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks	: 30
Year/Semester	: I/II	External Marks	: 70
Credits	: 4	Subject Code:	19MB2T06

UNIT-I

Introduction - Evolution of Technology-Effects of New Technology- Technology Innovation- Invention-Innovation- Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation- Strategic Implications of Technology- Technology - Strategy Alliance- -Convergent and Divergent Cycle- The Balanced Approach.

UNIT-II

Technology Assessment- Technology Choice- Technological Leadership and Followership- Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram.

UNIT-III

Diffusion of Technology- Rate of Diffusion; Innovation Time and Innovation Cost-Speed of Diffusion- Technology Indicators- Various Indicators- Organizational Implications of Technology- Relationship between Technical Structure and Organizational Infrastructure- Flexible Manufacturing Management System (FMMS)

UNIT-IV

Financial Aspects in Technology Management- Improving Traditional Cost -Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

UNIT-V

Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer- Technology Management Scenario in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, New Delhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, New Jersey.

4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000

CORE PAPERS

CORPORATE STRATEGIC MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3T01

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company ‘s strategy – Crafting a strategy.

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter ‘s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels, types of Strategies.

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3T02

UNIT -I

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT -II

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT -III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

UNIT -IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance - Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT -V

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers New Delhi, 2013.

Electives -Marketing
CONSUMER BEHAVIOUR

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E01

UNIT – I

Introduction to Consumer Behaviour: Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications.

UNIT – II

Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors. Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Défense Mechanisms, Motive Arousal, Motivational Theories, Maslow ‘s hierarchy of needs.

UNIT – III

Situational Influence on Consumer ‘s Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

UNIT – IV

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

UNIT – V

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested References:

1. Ramneek Kapoor, Nnamdi O Madichie: —Consumer Behaviour Text and Casesl, TMH, New Delhi, 2012.

2. Ramanuj Majumdar: —Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.
3. M.S.Raju: —Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013.

RETAIL MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E02

UNIT – I

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, , Indian vs. Global Scenario

UNIT – II

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies.

UNIT – III

Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

UNIT – IV

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

UNIT – V

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other opportunities and Benefits of Going Global, Market Entry Methods

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Sheikh and Kaneez Fatima, —Retail Management‡, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:‡The Art of Retailing‡, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011
3. Sivakumar, A, —Retail Marketing‡, Excel Books, New Delhi, 2007

CUSTOMER RELATIONSHIP MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E03

UNIT – I

Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.

UNIT – II

Building Customer Relationship Management: Requisites for Effective Customer acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers , CRM Implementation: CRM framework for Implementation, Implementing CRM process, Integration of CRM with ERP System, Barriers to effective CRM Gartner's Competency model of CRM.

UNIT – III

Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Centre, Multimedia Contact Center, Important CRM software's

UNIT – IV

Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools, Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM

UNIT – V

Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text Books:

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007

2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008

Suggested Readings:

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.

STRATEGIC MARKETING MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E04

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UNIT – I

Introduction to Strategic Marketing Management: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT – II

Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques. Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT – III

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

UNIT – IV

Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

UNIT – V

Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text Books:

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGrawHill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" AddisonWesley; 6 Sub edition.

Suggested Reading

1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. Azhar Kazmi, Strategic Management and Business Policy, Third Edition
3. John A. Pearce & R.B. Robinson, Strategic Management – Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.

DIGITAL AND SOCIAL MEDIA MARKETING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E05

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UNIT – I

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT – II

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation –Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT – III

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT – IV

Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT – V

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text books:

1. Social media marketing, 3rd edition, Tracy.L.Tuotcn and Michacel Solomon.
2. Digital and Social media marketing, 2nd edition, Aleksei Heinze, 2014
3. Social media marketing a strategic approach, 1st edition, Melissa S. Barker, 2013.

RURAL MARKETING

Lecture : 4 Hours/Week

Year/Semester : II/ I

Credits : 4

Internal Marks: 30

External Marks: 70

Subject Code: 19MB3E06

UNIT – I

Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India. Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behaviour – buyer characteristics, decision process, and behaviour patterns, evaluation procedure, brand loyalty, innovation adoption.

UNIT - II

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

UNIT -III

Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.

UNIT - IV

Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry. Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.

UNIT - V

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce Marketing of rural artisan products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Reference

1. **Balaram Dogra &Karminder Ghuman** ,RURALMARKETING:CONCEPT&CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. **A.K. Singh & S. Pandey**, RURALMARKETING: INDIAN PERSPECTIVE, New Age International Publuishers,2007

3. **CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING,*Pearson Education Asia*.2009
4. **Philip Kotler**,MARKETINGMANAGEMENT,*Prentice-HallIndiaLtd.NewDelhi*

Electives - Finance

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Lecture : 4 Hours/Week

Year/Semester : II/I

Credits : 4

Internal Marks: 30

External Marks: 70

Subject Code: 19MB3E07

UNIT-I

Concept of Investment, Investment Vs Speculation, and Security Investment Vs non security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

UNIT-II

Return and Risk – Meaning and Measurement of Security Returns, meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk – Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

UNIT-III

Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept ,Tools and Techniques – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT-IV

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-V

Performance Evaluation of Portfolios; Sharpe Model – Jensen's Model for PF Evaluation, Evaluation of Mutual Fund.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi

10. Preeti Singh, Investment Management, Himalaya Publishers.

MANAGING BANKS AND FINANCIAL INSTITUTIONS

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E08

UNIT – I

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

UNIT – II

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

UNIT – III

Risk Management in Banks : Introduction - Asset/Liability Management Practices - Credit Risk Management - Credit Risk Models - Country Risk Management – Insurance Regulations and Development Authority (IRDA).

UNIT – IV

Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

UNIT – V

New Financial Instruments and Institutions : Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004

FINANCIAL MARKETS AND SERVICES

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E09

UNIT – I

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – III

Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT – IV

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT – V

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, MicroSecuritization. Microfinance models: Generic models viz. SHG, Grameen, and Cooperative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. PUNITHavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E10

UNIT – I

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

UNIT – II

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

UNIT – III

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

UNIT – IV

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

UNIT – V

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature incorporation of LLP-De merger- strategic alliance buyback of shares.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.

2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.

TAXATION

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E11

UNIT –I

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

UNIT- II

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT III

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

UNIT IV

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

UNIT V

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

ADVANCED MANAGEMENT ACCOUNTING

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II /I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E12

UNIT – I

Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

UNIT - II

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis. -Ratio Analysis – Trend analysis – Deprecation Models.

UNIT- III

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

UNIT-IV

Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations -Sales Volume Decisions – Pricing and Special-Order Pricing – Make / Buy Decisions– Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer.

UNIT – V

Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.

4. V. Krishna Kumar: "Management Accounting" Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: "Practical Problem in Management Accounting" Tata Mc Graw Hill, New Delhi.

Electives - HRM

LEADERSHIP AND CHANGE MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E13----

UNIT -I

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning Reddins '3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

UNIT- II

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

UNIT- III

Strategic Leadership: Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

UNIT- IV

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value-based change. Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behaviour – the intervention strategy model – total project management model (TPMM).

UNIT -V

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD PR actioners

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any

UNIT.

Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft —Leadership| Cengage Learning 2005.
3. Uday Kumar Haldar —Leadership and Team Building| Oxford Higher Education 2010

4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy —Leadership Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: —Theory of Organisation Development and Change, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3.
- Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009

PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4
19MB3E14

Internal Marks: 30
External Marks: 70
Subject Code:

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UNIT- I

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT- II

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning Barriers to performance planning-Competency Mapping-steps-Methods.

UNIT-III

Management System: objectives – Functions- Phases of Performance Management System Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching Counselling and Monitoring- Concepts and Skills .

UNIT -IV

Compensation: concept and definition – objectives and dimensions of compensation program –factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT -V

Compensation Structure: -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors –Concept of Tax Planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, —Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, —Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.

5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009

HUMAN RESOURCE METRICS AND ANALYTICS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code:

19MB3E15

UNIT -1

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.-- Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map--

UNIT -II

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

UNIT -III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

UNIT- IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias. Predicting the performance and turnover. Performance Analysis--Predicting employee performance, Training requirements, evaluating training and development.

UNIT -V

Optimizing selection and promotion decisions. Monitoring impact of Interventions— Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

References

1. Edwards Martin R, Edwards Kirsten (2016),—Predictive HR Analytics: Mastering the HR Metricl,Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), —The new HR analytics: predicting the economic value of your company’s human capital investmentsl, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resourcesl, Wiley, ISBN- 1118940709

4. Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

HUMAN CAPITAL MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code:

19MB3E16

UNIT -I

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

UNIT -II

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

UNIT -III

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

UNIT -IV

Quality of Work Life: Workers 'Participation in Management - Worker 's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers 'education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits measurement of Engagement-Empowerment.

UNIT- V

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor. **Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.**

References

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.

7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Calif.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.

MANPOWER PLANNING, RECRUITMENT, AND SELECTION

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E17

UNIT I

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning Factors affecting HRP -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting – Micro Level Planning.

UNIT II

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework.

UNIT III

Analysis, design and evaluation of job: nature of job analysis, process, methods of collecting job data, potential problems with job analysis-job design-contemporary issues-job evaluation – process-methods.

UNIT IV

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process alternative to recruitment-selection process-evaluation-barriers to effective selection-making the selection effective.

UNIT V

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs Evaluation of Training and Development..

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.

4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Mathis, Jackson, Tripathy:—Human Resource Management: A South-Asian Perspective, Cengage Learning, New Delhi, 2013
7. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.

TRAINING AND DEVELOPMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II /I	External Marks: 70
Credits	: 4	Subject Code:
19MB3E18		

UNIT - I

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

UNIT - II

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

UNIT – III

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

UNIT – IV

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

UNIT - V

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

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. B.taylor & g.lippitt: management development and training handbook.
2. William e.blank, handbook for developing competency based training programmes, prentice-hall, new jersey.
3. David a.decenzo & stephen p.robins: fundamentals of human resource management

Elective- Operations Management

PRODUCTION PLANNING & CONTROL

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E19

UNIT-I

Introduction: Definition – Objectives of production Planning and Control – Functions of production planning and control – Elements of production control – Types of production – Organization of production planning and control department – Internal organization of department.

UNIT-II

Inventory management – Functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P-Systems and Q-Systems –

UNIT-III

Routing – Definition – Routing procedure –Route sheets – Bill of material – Factors affecting routing procedure. Schedule –definition – Difference with loading

UNIT-IV

Scheduling Policies – Techniques, Standard scheduling methods, Line Balancing, Aggregate planning, Chase planning, Expediting, controlling aspects.

UNIT-V

Dispatching – Activities of dispatcher – Dispatching procedure – follow-up – definition – Reason for existence of functions – types of follow-up, applications of computer in production planning and control.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Elements of Production Planning and Control / Samuel EilonERP in practice – Vaman – TMH
2. Modern Production/ operation managements / Baffa & Rakesh Sarin
3. Operations Management – S.N. Chary
4. Inventory Control Theory and Practice/ Martin K. Starr and David W. Miller.
5. Reliability Engineering & Quality Engineering by Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy, Galgotia Publications, Pvt., Limited.
6. Production Control A Quantitative Approach / John E. Biegel.

PRODUCT INNOVATION AND MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E20

UNIT-I

Innovation and New Product Development: Evolution of new product development and innovation, Role of innovation in entrepreneurship and organizational development

UNIT-II

Innovation and Product Design: Innovation as a capability / core competence, Understanding entrepreneurial and innovative behavior, Role of innovation in new product development, Role of Technology, Culture and Champions in new product development

UNIT-III

Innovation Management: Implementing and Managing Innovation, Measuring Innovation Performance, the management of research & development, capturing value from innovation and Learning from others

UNIT-IV

Creativity and innovation: Developing a culture of innovation, Principles and process, the innovation of meaning Competitive environment Observations, human behavior, social and economic trends.

UNIT-V

Product Innovation challenges: Market Segmentation, Product Positioning, selling innovation to management, Commercializing a concept Product testing, Prototyping, supply chain, manufacturing and Product Launch, Sustainability challenges, and future business models.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Textbooks:

1. Innovation Management & New Product Development (5th Edition), Prentice Hall, Pearson Trott, Paul. (2011)
2. Product Design and Development. Karl Ulrich & Steve Eppinger.
3. Meeting the Innovation Challenge: Leadership for Transformation and Growth, Scott Isaksen, Joe Tidd, 2006

4. Managing Innovation: Integrating Technological, Market, and Organizational Change, 2nd Edition, John Bessant, Joe Tidd, Keith Pavitt (2013)

MATERIALS MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks:
30Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E21

UNIT -I

Introduction to Materials Management: Meaning, definition, scope and functions of Materials Management, Objectives and Advantages of Materials Management. Interfaces of Materials Management: Internal and external interfaces. Organization for Material Management

UNIT- II

Supply Chain Management: Concept, objectives of supply – production and distribution system, Role and Management of flow of material in supply chain management.

UNIT- III

Material Management Linkages: Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, HRM, IT, TQM. A Brief discussion on the functions of each functional area of Management.

UNIT-IV

Elements of Production Processes: Familiarity with broad categories of production processes used in industries. Commonly used machines and tools in industries.

UNIT-V

Cost Involved in material management: General discussion on concept of costs and cost classification, specific costs associated with Material Management.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and Sanderson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
4. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
5. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
6. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.
7. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall, 1997.

SERVICE AND OPERATIONS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E22

UNIT I

Introduction: **Services** – Importance, role in economy, service sector – growth; Nature of services -Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT-II

Service design: New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling

UNIT-III

Service quality: Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV

Service facility: Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

UNIT V

Managing capacity and demand: Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7 th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.

BUSINESS PROCESS REENGINEERING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E23

UNIT-I

Introduction to BPR: Definition: Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process reengineering (BPR) BPR and Information Technology: Relationship between BPR and Information Technology, Role of Role of information technology (IT) Major issues in process redesign.

UNIT-II

BPR and other management concepts: TQM, Quality function deployment, ISO standards, ERP, BPR implementation methodology, Success factors of BPR, Barriers to BPR.

UNIT-III

BPR in Manufacturing industry: BPR and IT, BPR and relevant technologies, BPR and ERP 8 20% V Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR.

UNIT-IV

BPR Implementation Methodology: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR

UNIT-V

Business vision and process: objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

References:

1. Business Process Reengineering, R. Radhakrishnan S. Balasubramanian.
2. Organisational Transformation through Business Process Reengineering, Vikram Sethi William R. King
3. Business Process Reengineering, Dr. Charles W. Zamzow
4. Business Process Reengineering, Henry J Johansson, H J Johansson, Mo

HUMAN ENGINEERING

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E24

UNIT-I

Introduction to Human Engineering: Human Engineering – Definition and scope, objectives, history, human-machine system, characteristics of human-machine system, need for application of Human Factors Engineering in industry and society

UNIT-II

Applied Anthropometry and Work Place Design: Introduction to Anthropometry, type of dimensions, use of anthropometry data, Principles in the application of anthropometric data, work spaces, work space envelopes, design of work space, science of seating, Principles of seat design, design of work surfaces, principles of arranging components, types of controls, factors in control design, location of controls and displays within work space

UNIT-III

Information Input and Processing: Design and Displays: Information input and processing, visual displays of static and dynamic information. Auditory, textual & olfactory displays, concept of visibility Text, graphics, and symbols. Visual displays of dynamic information, Auditory, Tactual and Olfactory Response

UNIT-IV

Human output - Physical Work and manual material handling: Muscle mechanism, BMR, MAP. Heart Rate variations, Oxygen consumption, Rest allowances, Rate of energy expenditure, Manual Material Handling Capacity Determination Effect of environmental conditions and work design on Energy Expenditure. Motor Skills, Controls and Data Entry devices

UNIT-V

Environmental Conditions: Illumination: Measurement of light, colour systems, energy consideration, concept of visibility, effect of light on performance, Climate: Measurement of thermal conditions, wet-bulb temperature, heat exchange process, heat stress, cold stress, wind chill index, Noise: Physiological effect of noise on performance, noise exposure

Text Books

1. M. S. Sanders and Ernest J. McCormick, “Human Factors Engineering and Design”, Seventh edition, McGraw-Hill Inc.

2. Reference Books: 1. Maynards H.B., Industrial Engineering Hand Book, third edition, New York and London, McGraw- Hill

Elective- Systems
DATA MINING FOR BUSINESS DECISION

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E25

UNIT-I

Introduction to Data Mining: Introduction-- Scope of Data Mining-- What is Data Mining-- How does Data Mining Works-- Predictive Modeling-- Data Mining and Data Warehousing-- Architecture for Data Mining: Profitable Applications-- Data Mining Tools:

UNIT-II

Business Intelligence: Introduction, Business Intelligence-- Business Intelligence tools-- Business Intelligence Infrastructure-- Business Intelligence Applications-- BI versus Data Warehouse--BI versus Data Mining-- Future of BI. Data Preprocessing: Introduction-- Data Preprocessing Overview-- Data Cleaning-- Data Integration and Transformation-- Data Reduction-- Discretization and Concept Hierarchy Generation.

UNIT-III

Data Mining Techniques An Overview: Introduction-- Data Mining-- Data Mining Versus Database Management System-- Data Mining Techniques- Association rules— Classification—Regression—Clustering-- Neural networks. Clustering— Introduction— Clustering-- Cluster Analysis-- Clustering Methods- K means-- Hierarchical clustering-- Agglomerative clustering-- Divisive clustering-- clustering and segmentation software-- evaluating clusters.

UNIT-IV

Web Mining—Introduction—Terminologies-- Categories of Web Mining – Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Data base approaches-- Web mining Software.

UNIT-V

Applications of Data mining: Introduction-- Business Applications Using Data Mining Risk management and targeted marketing-- Customer profiles and feature construction-- Medical applications (diabetic screening)-- Scientific Applications using Data Mining-- Other Applications.

References:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.
4. Data Mining: The Textbook by Aggarwal.

MANAGING SOFTWARE PROJECTS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E26

UNIT-I

Introduction Project, Management, Software Project Management activities, Challenges in software projects, Stakeholders, Objectives & goals Project Planning: Step-wise planning, Project Scope, Project Products & deliverables, Project activities, Effort estimation, Infrastructure

UNIT-II

Project Approach Lifecycle models, Choosing Technology, Prototyping Iterative & incremental Process Framework: Lifecycle phases, Process Artifacts, Process workflows (Book 2)

UNIT-III

Effort estimation & activity Planning Estimation techniques, Function Point analysis, SLOC, COCOMO, Use casebased estimation , Activity Identification Approaches, Network planning models, Critical path analysis

UNIT-IV

Risk Management Risk categories, Identification, Assessment, Planning and management, PERT technique, Monte Carlo approach

UNIT-V

Project Monitoring & Control, Resource Allocation Creating a framework for monitoring & control, Progress monitoring, Cost monitoring, Earned value Analysis, Defects Tracking, Issues Tracking, Status reports, Types of Resources, Identifying resource requirements, Resource scheduling, Planning Quality, Defining Quality - ISO 9016, Quality Measures, Quantitative Quality Management Planning, Product Quality & Process Quality Metrics, Statistical Process Control Capability Maturity Model

Text Books:

1. Software Project Management, Bob Hughes & Mike Cotterell, TATA Mcgraw-Hill
2. Software Project Management, Walker Royce: Pearson Education, 2005.

3. Software Project Management in practice, Pankaj Jalote, Pearson. ES-303 WEB
DESINING 1004

WEB DESIGNING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code:19MB3E27

UNIT-I

Web Fundamentals :Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E -mail Client.(lab sessions to be conducted)

UNIT -III

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT -IV

Cascading Style Sheets (CSS): Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT -V

JavaScript: Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. Uttam K Roy : “Web Technologies” — Oxford University Press, 2010
Jon Duckett: “HTML & CSS: Design and Build Websites” – John Wiley & Sons, 2014.

BUSINESS ANALYTICS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code:19MB3E28

UNIT-I

Introduction to Business Analytics: Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

UNIT-II

Analytics on Spreadsheets: Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables – CASE STUDIES.

UNIT -III

Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models- CASE STUDIES.

UNIT -IV

Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

UNIT -V

Introduction to Big Data, Master Data Management. Data Mining on what kind of data, What kinds of patterns can be mined, Which technologies are used, Which kinds of applications are targeted, Major issues in Data Mining. Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

References:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.
4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.

5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.

MANAGING DIGITAL INNOVATION AND TRANSFORMATION

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E29		

UNIT -I

Introduction to Digital Transformations: The five domains of digital transformations — customer, competition, data, innovation, and value, 1-farness customer networks, turn data into assets, adapt value proposition

UNIT-II

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self—service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

UNIT-III

Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations.

UNIT –IV

Re-Organisation in Order to Bridge the Gap to Digital Customers - Digitalization of Professional Services: Value Creation in Virtual Law Firms - Digital Transformation Supporting Public Service Innovation: Business Model Challenges and Sustainable - Development OpportUNITies

UNIT – V

Areas of IT management and its challenges, IT services, IT organisation - Enterprise Innovation and the Digital Transformation - Industry, development trends, business competitiveness due to Technology - Using Technology as Innovation, Integration and Interconnection of business - IT strategy, IT governance, IT sourcing and controlling

References:

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited,2017 (23rd reprint)
4. Rogers, David, The Digital Transformation Playbook — Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
6. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

E-BUSINESS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject
Code:19MB3E30		

UNIT -I

Introduction to E- Business Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E - Business.

UNIT -II

E-Business Models Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

UNIT -III

Building an E-Business Design and Development and Management – E-Business Solutions - Online Monetary Transactions.e-Wallets – Digital Currency and Alternate Consumer Payment Options . Smart Cards, e-Billing developing payment standards.

UNIT -IV

Internet Marketing Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions

UNIT-V

Legal and Ethical Issues Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “E-Business and E-Commerce” for Managers, Pearson Publication.
3. David Whiteley: “E-Commerce - Strategy Technologies and Applications” Tata Mac-Graw Hill, New Delhi, 2000.

4. C.S.V.Murthy: "E-Commerce–Concepts, Models & Strategies" Himalaya Publishing house, Mumbai, 2003.
5. Kamalesh K Bajaj &Debjani Nag: "E-Commerce", the Cutting Edge of Business-Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: "Electronic Commerce",TataMc-Graw-Hill, New Delhi, 2003.

CORE PAPERS

CORPORATE STRATEGIC MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3T01

UNIT-I

Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company ‘s strategy – Crafting a strategy.

UNIT-II

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III

Strategy Formulation: Strategy Framework For Analyzing Competition, Porter ‘s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels, types of Strategies.

UNIT-IV

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy Resource Allocation – Planning systems for implementation.

UNIT-V

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3T02

UNIT -I

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT -II

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT -III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

UNIT -IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance - Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT -V

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

6. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
7. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
8. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
9. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
10. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers New Delhi, 2013.

Electives -Marketing
CONSUMER BEHAVIOUR

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E01

UNIT – I

Introduction to Consumer Behaviour: Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications.

UNIT – II

Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors. Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Défense Mechanisms, Motive Arousal, Motivational Theories, Maslow ‘s hierarchy of needs.

UNIT – III

Situational Influence on Consumer ‘s Decision and the Decision Models: Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)

UNIT – IV

Consumer Personality: Introduction, Self-concept, personality Theories, Brand Personality, emotions Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

UNIT – V

Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives. Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested References:

1. Ramneek Kapoor, Nnamdi O Madichie: —Consumer Behaviour Text and Casesl, TMH, New Delhi, 2012.

2. Ramanuj Majumdar: —Consumer Behavior insight from Indian Market, PHI Learning, New Delhi, 2011.
3. M.S.Raju: —Consumer Behavior Concepts, applications and Cases, Vikas Publishing House, New Delhi, 2013.

RETAIL MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E02

UNIT – I

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Retailing Marketing Environment: Elements in a Retail Marketing Environment, Environmental Issues, , Indian vs. Global Scenario

UNIT – II

The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies.

UNIT – III

Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions, Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

UNIT – IV

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program Understanding Integrated Marketing Communication, - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

UNIT – V

International Retailing- Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other opportunities and Benefits of Going Global, Market Entry Methods

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Sheikh and Kaneez Fatima, —Retail Management‡, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:‡The Art of Retailing‡, Tata McGraw Hill Education Pvt. Ltd. N. Delhi.2011
3. Sivakumar, A, —Retail Marketing‡, Excel Books, New Delhi, 2007

CUSTOMER RELATIONSHIP MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E03

UNIT – I

Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Significance of CRM, CRM Strategy, Customer Life Time Value, Relationship Life Cycle.

UNIT – II

Building Customer Relationship Management: Requisites for Effective Customer acquisition, Customer Knowledge Management for Effective CRM, Customer Retention Process, Strategies to Prevent Defection and Recover Lapsed Customers , CRM Implementation: CRM framework for Implementation, Implementing CRM process, Integration of CRM with ERP System, Barriers to effective CRM Gartner's Competency model of CRM.

UNIT – III

Functional Components of CRM: Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Centre, Multimedia Contact Center, Important CRM software's

UNIT – IV

Sales Force Automations (SFA): Definition and need of Sales Force Automation, barriers to successful Sales Force Automation functionality, technological aspect of Sales Force Automation, data synchronization, flexibility and performance, reporting tools, Impact of CRM on Marketing Channels: Meaning, how does the traditional distribution channel structure, support customer relationship, emerging channel trends that impact CRM

UNIT – V

Trends and Issues in CRM: CRM in e- business (B2B & B2C), Measuring the Effectiveness of CRM, Factors Influencing the future of CRM. E-CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM,

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text Books:

1. Alok Kumar, Chabbi Sinha & Rakesh Kumar, Customer Relationship Management: Concepts & Application Biztantra, Delhi, 2007

2. H Peeru Mohamed, A Sagadevan, Customer Relationship Management- A Step-by-Step Approach, Vikas Publishing House Pvt. Ltd., Delhi, 2008

Suggested Readings:

1. Jill Dyche: The CRM Handbook: A Business Guide to Customer Relationship Management, Pearson Education, 2002.

STRATEGIC MARKETING MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E04

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UNIT – I

Introduction to Strategic Marketing Management: Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

UNIT – II

Corporate restructuring and strategy evaluation: Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques. Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

UNIT – III

Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

UNIT – IV

Marketing Strategy Evaluation: Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

UNIT – V

Recent trends in strategic marketing management - Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text Books:

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGrawHill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" AddisonWesley; 6 Sub edition.

Suggested Reading

1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. Azhar Kazmi, Strategic Management and Business Policy, Third Edition
3. John A. Pearce & R.B. Robinson, Strategic Management – Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.

DIGITAL AND SOCIAL MEDIA MARKETING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E05

UNIT – I

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT – II

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era Segmentation –Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT – III

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

UNIT – IV

Search Engine Marketing and Online Advertising Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT – V

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text books:

4. Social media marketing, 3rd edition, Tracy.L.Tuotcn and Michacel Solomon.
5. Digital and Social media marketing, 2nd edition, Aleksei Heinze, 2014
6. Social media marketing a strategic approach, 1st edition, Melissa S. Barker, 2013.

RURAL MARKETING

Lecture : 4 Hours/Week
Year/Semester : II/ I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E06

UNIT – I

Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India. Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behaviour – buyer characteristics, decision process, and behaviour patterns, evaluation procedure, brand loyalty, innovation adoption.

UNIT - II

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

UNIT -III

Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.

UNIT - IV

Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry. Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry.

UNIT - V

Marketing of agricultural produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce Marketing of rural artisan products, Characteristics of Indian handicrafts industry, Challenges for rural artisan sector, Government policy towards handicrafts sector, marketing strategies for the development of rural artisan sector

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Reference

5. **Balaram Dogra &Karminder Ghuman** ,RURALMARKETING:CONCEPT&CASES,
Tata McGraw-Hill Publishing Company, New Delhi, 2008

6. **A.K. Singh & S. Pandey**, RURALMARKETING: INDIAN PERSPECTIVE, *New Age International Publuishers, 2007*
7. **CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2009*
8. **Philip Kotler**, MARKETINGMANAGEMENT, *Prentice-Hall India Ltd. New Delhi*

Electives - Finance

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Lecture : 4 Hours/Week

Year/Semester : II/I

Credits : 4

Internal Marks: 30

External Marks: 70

Subject Code: 19MB3E07

UNIT-I

Concept of Investment, Investment Vs Speculation, and Security Investment Vs non security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

UNIT-II

Return and Risk – Meaning and Measurement of Security Returns, meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk – Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

UNIT-III

Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept ,Tools and Techniques – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT-IV

Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-V

Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, GJ., & Baily JV., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.
9. Bhalla, VK Investment Management, S.Chand., New Delhi

10. Preeti Singh, Investment Management, Himalaya Publishers.

MANAGING BANKS AND FINANCIAL INSTITUTIONS

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E08

UNIT – I

Financial System in India: Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions.

UNIT – II

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

UNIT – III

Risk Management in Banks : Introduction - Asset/Liability Management Practices - Credit Risk Management - Credit Risk Models - Country Risk Management – Insurance Regulations and Development Authority (IRDA).

UNIT – IV

Financial Institutions and Development Banking : Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

UNIT – V

New Financial Instruments and Institutions : Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005

4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004

FINANCIAL MARKETS AND SERVICES

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E09

UNIT – I

Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

UNIT – III

Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

UNIT – IV

Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

UNIT – V

Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, MicroSecuritization. Microfinance models: Generic models viz. SHG, Grameen, and Cooperative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions. Poverty and Need of Microfinance. Gender issues in Microfinance

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House

4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH,
5. Edminister R.D., Financial Institution, Markets and Management.
7. PUNITHavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E10

UNIT – I

Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

UNIT – II

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

UNIT – III

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

UNIT – IV

Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

UNIT – V

Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature incorporation of LLP-De merger- strategic alliance buyback of shares.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.

2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.

TAXATION

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4

Internal Marks: 30
External Marks: 70
Subject Code: 19MB3E11

UNIT –I

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

UNIT- II

Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT III

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

UNIT IV

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

UNIT V

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Suggested Readings:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

ADVANCED MANAGEMENT ACCOUNTING

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II /I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E12

UNIT – I

Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

UNIT - II

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis. -Ratio Analysis – Trend analysis – Deprecation Models.

UNIT- III

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

UNIT-IV

Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations -Sales Volume Decisions – Pricing and Special-Order Pricing – Make / Buy Decisions– Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision - Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer.

UNIT – V

Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.

4. V. Krishna Kumar: "Management Accounting" Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: "Practical Problem in Management Accounting" Tata Mc Graw Hill, New Delhi.

Electives - HRM

LEADERSHIP AND CHANGE MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E13

UNIT -I

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning Reddins '3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

UNIT- II

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

UNIT- III

Strategic Leadership: Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

UNIT- IV

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value-based change. Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behaviour – the intervention strategy model – total project management model (TPMM).

UNIT -V

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD PR actioners

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any

UNIT.

Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft —Leadership| Cengage Learning 2005.
3. Uday Kumar Haldar —Leadership and Team Building| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy —LeadrsHIP| Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: —Theory of Organisation Development and Change|, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3.
NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009

PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

Lecture : 4 Hours/Week
Year/Semester : II/I
Credits : 4
19MB3E14

Internal Marks: 30
External Marks: 70
Subject Code:

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UNIT- I

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance Importance –Linkage of PM to other HR processes-Performance Audit.

UNIT- II

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning Barriers to performance planning-Competency Mapping-steps-Methods.

UNIT-III

Management System: objectives – Functions- Phases of Performance Management System Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching Counselling and Monitoring- Concepts and Skills .

UNIT -IV

Compensation: concept and definition – objectives and dimensions of compensation program –factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

UNIT -V

Compensation Structure: -History and past practices, elements of, management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors –Concept of Tax Planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. Prem Chadha: —Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, —Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, —Appraising and Developing Managerial Performance, Excel Books, 2003.
4. David Wade and Ronad Recardo, —Corporate Performance Management, Butter Heinemann, New Delhi, 2002.

5. Dewakar Goel: —Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009

HUMAN RESOURCE METRICS AND ANALYTICS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code:

19MB3E15

UNIT -I

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.-- Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map--

UNIT -II

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

UNIT -III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

UNIT- IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias. Predicting the performance and turnover. Performance Analysis--Predicting employee performance, Training requirements, evaluating training and development.

UNIT -V

Optimizing selection and promotion decisions. Monitoring impact of Interventions— Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

References

1. Edwards Martin R, Edwards Kirsten (2016),—Predictive HR Analytics: Mastering the HR Metricl,Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), —The new HR analytics: predicting the economic value of your company’s human capital investmentsl, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resourcesl, Wiley, ISBN- 1118940709

4. Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

HUMAN CAPITAL MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code:

19MB3E16

UNIT -I

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

UNIT -II

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

UNIT -III

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

UNIT -IV

Quality of Work Life: Workers 'Participation in Management - Worker 's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers 'education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits measurement of Engagement-Empowerment.

UNIT- V

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety –statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor. **Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.**

References

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.

6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
10. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.

MANPOWER PLANNING, RECRUITMENT, AND SELECTION

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E17		

UNIT I

Basics of Human Resource Planning: Macro Level Scenario of Human Resource Planning Factors affecting HRP -Concepts and Process of Human Resource Planning - Methods and Techniques of Demand Forecasting - Methods and Techniques of Supply Forecasting – Micro Level Planning.

UNIT II

Manpower Planning, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies- Legal and voluntary framework.

UNIT III

Analysis, design and evaluation of job: nature of job analysis, process, methods of collecting job data, potential problems with job analysis-job design-contemporary issues-job evaluation – process-methods.

UNIT IV

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process alternative to recruitment-selection process-evaluation-barriers to effective selection-making the selection effective.

UNIT V

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs Evaluation of Training and Development.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
4. Craig, Robert L., Training and Development Handbook, McGraw Hill.
5. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley.
6. Mathis, Jackson, Tripathy:—Human Resource Management:Asouth-Asin Perspective, Cengage Learning, New Delhi, 2013
7. Subba Rao P: —Personnel and Human Resource Management-Text and Cases, Himalaya Publications, Mumbai, 2013.

TRAINING AND DEVELOPMENT

Lecture	: 4 Hours/Week	Internal Marks:
30		
Year/Semester	: II /I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E18		

UNIT - I

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

UNIT - II

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

UNIT – III

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

UNIT – IV

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

UNIT - V

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

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. B.taylor & g.lippitt: management development and training handbook.
2. William e.blank, handbook for developing competency based training programmes, prentice-hall, new jersey.
3. David a.decenzo & stephen p.robbins: fundamentals of human resource management

Elective- Operations Management

PRODUCTION PLANNING & CONTROL

Lecture	: 4 Hours/Week	Internal Marks:
30		
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E19

UNIT-I

Introduction: Definition – Objectives of production Planning and Control – Functions of production planning and control – Elements of production control – Types of production – Organization of production planning and control department – Internal organization of department.

UNIT-II

Inventory management – Functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P-Systems and Q-Systems –

UNIT-III

Routing – Definition – Routing procedure –Route sheets – Bill of material – Factors affecting routing procedure. Schedule –definition – Difference with loading

UNIT-IV

Scheduling Policies – Techniques, Standard scheduling methods, Line Balancing, Aggregate planning, Chase planning, Expediting, controlling aspects.

UNIT-V

Dispatching – Activities of dispatcher – Dispatching procedure – follow-up – definition – Reason for existence of functions – types of follow-up, applications of computer in production planning and control.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

7. Elements of Production Planning and Control / Samuel Eilon ERP in practice – Vaman – TMH
8. Modern Production/ operation managements / Baffa & Rakesh Sarin
9. Operations Management – S.N. Chary
10. Inventory Control Theory and Practice/ Martin K. Starr and David W. Miller.
11. Reliability Engineering & Quality Engineering by Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy, Galgotia Publications, Pvt., Limited.
12. Production Control A Quantitative Approach / John E. Biegel.

PRODUCT INNOVATION AND MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks:
30		
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E20		

UNIT-I

Innovation and New Product Development: Evolution of new product development and innovation, Role of innovation in entrepreneurship and organizational development

UNIT-II

Innovation and Product Design: Innovation as a capability / core competence, Understanding entrepreneurial and innovative behavior, Role of innovation in new product development, Role of Technology, Culture and Champions in new product development

UNIT-III

Innovation Management: Implementing and Managing Innovation, Measuring Innovation Performance, the management of research & development, capturing value from innovation and Learning from others

UNIT-IV

Creativity and innovation: Developing a culture of innovation, Principles and process, the innovation of meaning Competitive environment Observations, human behavior, social and economic trends.

UNIT-V

Product Innovation challenges: Market Segmentation, Product Positioning, selling innovation to management, Commercializing a concept Product testing, Prototyping, supply chain, manufacturing and Product Launch, Sustainability challenges, and future business models.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Textbooks:

1. Innovation Management & New Product Development (5th Edition), Prentice Hall, Pearson Trott, Paul. (2011)
2. Product Design and Development. Karl Ulrich & Steve Eppinger.

3. Meeting the Innovation Challenge: Leadership for Transformation and Growth, Scott Isaksen, Joe Tidd, 2006

4. Managing Innovation: Integrating Technological, Market, and Organizational Change, 2nd Edition, John Bessant, Joe Tidd, Keith Pavitt (2013)

MATERIALS MANAGEMENT

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E21

UNIT -I

Introduction to Materials Management: Meaning, definition, scope and functions of Materials Management, Objectives and Advantages of Materials Management. Interfaces of Materials Management: Internal and external interfaces. Organization for Material Management

UNIT- II

Supply Chain Management: Concept, objectives of supply – production and distribution system, Role and Management of flow of material in supply chain management.

UNIT- III

Material Management Linkages: Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, HRM, IT, TQM. A Brief discussion on the functions of each functional area of Management.

UNIT-IV

Elements of Production Processes: Familiarity with broad categories of production processes used in industries. Commonly used machines and tools in industries.

UNIT-V

Cost Involved in material management: General discussion on concept of costs and cost classification, specific costs associated with Material Management.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

8. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
9. Gopalakrishnan, P. and Sanderson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
10. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
11. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
12. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
13. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.
14. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall, 1997.

SERVICE AND OPERATIONS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E22

UNIT I

Introduction: **Services** – Importance, role in economy, service sector – growth; Nature of services -Service classification, Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT-II

Service design: New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling

UNIT-III

Service quality: Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV

Service facility: Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

UNIT V

Managing capacity and demand: Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References:

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7 th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.

BUSINESS PROCESS REENGINEERING

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E23

UNIT-I

Introduction to BPR: Definition: Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process reengineering (BPR) BPR and Information Technology: Relationship between BPR and Information Technology, Role of Role of information technology (IT) Major issues in process redesign.

UNIT-II

BPR and other management concepts: TQM, Quality function deployment, ISO standards,ERP, BPR implementation methodology, Success factors of BPR, Barriers to BPR.

UNIT-III

BPR in Manufacturing industry: BPR and IT, BPR and relevant technologies, BPR and ERP 8 20% V Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR.

UNIT-IV

BPR Implementation Methodology: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR

UNIT-V

Business vision and process: objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

References:

1. Business Process Reengineering, R. Radhakrishnan S. Balasubramanian.
2. Organisational Transformation through Business Process Reengineering, Vikram Sethi William R. King

3. Business Process Reengineering, Dr. Charles W.Zamzow

4. Business Process Reengineering, Henry J Johansson, H J Johansson, Mo

HUMAN ENGINEERING

Lecture	: 4 Hours/Week	Internal Marks:30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E24

UNIT-I

Introduction to Human Engineering: Human Engineering – Definition and scope, objectives, history, human-machine system, characteristics of human-machine system, need for application of Human Factors Engineering in industry and society

UNIT-II

Applied Anthropometry and Work Place Design: Introduction to Anthropometry, type of dimensions, use of anthropometry data, Principles in the application of anthropometric data, work spaces, work space envelopes, design of work space, science of seating, Principles of seat design, design of work surfaces, principles of arranging components, types of controls, factors in control design, location of controls and displays within work space

UNIT-III

Information Input and Processing: Design and Displays: Information input and processing, visual displays of static and dynamic information. Auditory, textual & olfactory displays, concept of visibility Text, graphics, and symbols. Visual displays of dynamic information, Auditory, Tactual and Olfactory Response

UNIT-IV

Human output - Physical Work and manual material handling: Muscle mechanism, BMR, MAP. Heart Rate variations, Oxygen consumption, Rest allowances, Rate of energy expenditure, Manual Material Handling Capacity Determination Effect of environmental conditions and work design on Energy Expenditure. Motor Skills, Controls and Data Entry devices

UNIT-V

Environmental Conditions: Illumination: Measurement of light, colour systems, energy consideration, concept of visibility, effect of light on performance, Climate: Measurement of thermal conditions, wet-bulb temperature, heat exchange process, heat stress, cold stress, wind chill index, Noise: Physiological effect of noise on performance, noise exposure

Text Books

3. M. S. Sanders and Ernest J. McCormick, “Human Factors Engineering and Design”, Seventh edition, McGraw-Hill Inc.

4. Reference Books: 1. Maynards H.B., Industrial Engineering Hand Book, third edition, New York and London, McGraw- Hill

Elective- systems
DATA MINING FOR BUSINESS DECISION

Lecture	: 4 Hours/Week	Internal Marks:
30		
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E25		

UNIT-I

Introduction to Data Mining: Introduction-- Scope of Data Mining-- What is Data Mining-- How does Data Mining Works-- Predictive Modeling-- Data Mining and Data Warehousing-- Architecture for Data Mining: Profitable Applications-- Data Mining Tools:

UNIT-II

Business Intelligence: Introduction, Business Intelligence-- Business Intelligence tools-- Business Intelligence Infrastructure-- Business Intelligence Applications-- BI versus Data Warehouse--BI versus Data Mining-- Future of BI. Data Preprocessing: Introduction-- Data Preprocessing Overview-- Data Cleaning-- Data Integration and Transformation-- Data Reduction-- Discretization and Concept Hierarchy Generation.

UNIT-III

Data Mining Techniques An Overview: Introduction-- Data Mining-- Data Mining Versus Database Management System-- Data Mining Techniques- Association rules— Classification—Regression—Clustering-- Neural networks. Clustering—Introduction— Clustering-- Cluster Analysis-- Clustering Methods- K means-- Hierarchical clustering-- Agglomerative clustering-- Divisive clustering-- clustering and segmentation software-- evaluating clusters.

UNIT-IV

Web Mining—Introduction—Terminologies-- Categories of Web Mining – Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Data base approaches-- Web mining Software.

UNIT-V

Applications of Data mining: Introduction-- Business Applications Using Data MiningRisk management and targeted marketing-- Customer profiles and feature construction-- Medical applications (diabetic screening)-- Scientific Applications using Data Mining-- Other Applications.

References:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.
4. Data Mining: The Textbook by Aggarwal.

MANAGING SOFTWARE PROJECTS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks: 70
Credits	: 4	Subject Code: 19MB3E26

UNIT-I

Introduction Project, Management, Software Project Management activities, Challenges in software projects, Stakeholders, Objectives & goals Project Planning: Step-wise planning, Project Scope, Project Products & deliverables, Project activities, Effort estimation, Infrastructure

UNIT-II

Project Approach Lifecycle models, Choosing Technology, Prototyping Iterative & incremental Process Framework: Lifecycle phases, Process Artifacts, Process workflows (Book 2)

UNIT-III

Effort estimation & activity Planning Estimation techniques, Function Point analysis, SLOC, COCOMO, Use casebased estimation , Activity Identification Approaches, Network planning models, Critical path analysis

UNIT-IV

Risk Management Risk categories, Identification, Assessment, Planning and management, PERT technique, Monte Carlo approach

UNIT-V

Project Monitoring & Control, Resource Allocation Creating a framework for monitoring & control, Progress monitoring, Cost monitoring, Earned value Analysis, Defects Tracking, Issues Tracking, Status reports, Types of Resources, Identifying resource requirements, Resource scheduling, Planning Quality, Defining Quality - ISO 9016, Quality Measures, Quantitative Quality Management Planning, Product Quality & Process Quality Metrics, Statistical Process Control Capability Maturity Model

Text Books:

1. Software Project Management, Bob Hughes & Mike Cotterell, TATA Mcgraw-Hill
2. Software Project Management, Walker Royce: Pearson Education, 2005.
3. Software Project Management in practice, Pankaj Jalote, Pearson. ES-303 WEB
DESINING 1004

WEB DESIGNING

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject
Code:19MB3E27		

UNIT-I

Web Fundamentals :Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E -mail Client.(lab sessions to be conducted)

UNIT -III

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT -IV

Cascading Style Sheets (CSS): Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT -V

JavaScript: Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

2. Uttam K Roy : “Web Technologies” — Oxford University Press, 2010
Jon Duckett: “HTML & CSS: Design and Build Websites” – John Wiley & Sons, 2014.

BUSINESS ANALYTICS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject
Code:19MB3E28		

UNIT-I

Introduction to Business Analytics: Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

UNIT-II

Analytics on Spreadsheets: Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables – CASE STUDIES.

UNIT -III

Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models- CASE STUDIES.

UNIT -IV

Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

UNIT -V

Introduction to Big Data, Master Data Management. Data Mining on what kind of data, What kinds of patterns can be mined, Which technologies are used, Which kinds of applications are targeted, Major issues in Data Mining. Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

References:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.

4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.
5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.

MANAGING DIGITAL INNOVATION AND TRANSFORMATION

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject Code:
19MB3E29		

UNIT -I

Introduction to Digital Transformations: The five domains of digital transformations — customer, competition, data, innovation, and value, 1-farness customer networks, turn data into assets, adapt value proposition

UNIT-II

Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self—service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

UNIT-III

Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations.

UNIT –IV

Re-Organisation in Order to Bridge the Gap to Digital Customers - Digitalization of Professional Services: Value Creation in Virtual Law Firms - Digital Transformation Supporting Public Service Innovation: Business Model Challenges and Sustainable - Development OpportUNITies

UNIT – V

Areas of IT management and its challenges, IT services, IT organisation - Enterprise Innovation and the Digital Transformation - Industry, development trends, business competitiveness due to Technology - Using Technology as Innovation, Integration and Interconnection of business - IT strategy, IT governance, IT sourcing and controlling

References:

7. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
8. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
9. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited,2017 (23rd reprint)
10. Rogers, David, The Digital Transformation Playbook — Rethink your Business for the Digital Age (Columbia Business School Publishing),2016.
11. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
12. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

E-BUSINESS

Lecture	: 4 Hours/Week	Internal Marks: 30
Year/Semester	: II/I	External Marks:
70		
Credits	: 4	Subject
Code:19MB3E30		

UNIT -I

Introduction to E- Business Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E - Business.

UNIT -II

E-Business Models Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

UNIT -III

Building an E-Business Design and Development and Management – E-Business Solutions - Online Monetary Transactions.e-Wallets – Digital Currency and Alternate Consumer Payment Options . Smart Cards, e-Billing developing payment standards.

UNIT -IV

Internet Marketing Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions

UNIT-V

Legal and Ethical Issues Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

References

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “E-Business and E-Commerce” for Managers, Pearson Publication.
3. David Whiteley: “E-Commerce - Strategy Technologies and Applications” Tata Mac-Graw Hill, New Delhi, 2000.

4. C.S.V.Murthy: "E-Commerce–Concepts, Models & Strategies" Himalaya Publishing house, Mumbai, 2003.
- 5 Kamalesh K Bajaj &Debjani Nag: "E-Commerce", the Cutting Edge of Business-Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: "Electronic Commerce",TataMc-Graw-Hill, New Delhi, 2003.