

2017



Centurion
UNIVERSITY
Shaping Lives...
Empowering Communities...

COURSE BOOK

Master of Business Administration

(Executive)

(EMBA)

School of Management

Centurion University of Technology & Management

Master of Business Administration (Executive) (EMBA)

Programme Objective

School of Management, CUTM has been consistently reinventing management education with the objective of creating management leaders who can navigate the ever-changing business landscape. The curriculum is constantly updated to meet the dynamic needs of industry and academia.

Executive Programme is one of the hot cakes for the working executives. It is a normal practice by the people to pursue higher education for better salary and promotion. So organizations are very positive by sending their executives for this programme. During the intense 30 months, the executives will study the various areas of management which will cater to their knowledge and skill. It will definitely build confidence among the executives to make their career to the next level.

The first year commences in July every year continuing to April in the following year. The total courses are offered in six semesters. Semester one and two, covers fundamental and core courses while from semester four, electives baskets are given to the students. Students can opt specialization in the area of Marketing, HR, Finance, Operation and development management.

MBA Course Structure

Total

Credits: 106

Programme Structure	Percentage	Credits
Foundation Courses	26	28
Core Courses	42	44
Electives Courses	32	34
Total	100	106

Note:

- Student has to acquire minimum 16 credits from any one of the elective areas to claim specialisation.
- Student can opt for elective courses from 2nd year.
- **Electives:** Marketing, Finance, Human Resource, Operations and Development Management

SEMESTER-I

(16

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGGM1102	Basic Communication Skills	4
2		Quantitative Techniques	4
3	MGGM1104	Managerial Economics	4
4	MGIT1101	Managerial Computing	2
5	MGGM1209	Indian Society and Culture	2

SEMESTER-II

(20

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGGM1208	Economic Environment of Business	4
2	MGMK1101	Marketing Management	4
3	MGFM1101	Accounting for Managers	4
4	MGGM1105	Organizational Behaviour	4
5		Project -I	4

***Project will run for the entire year. Interim report will be submitted at the end of each odd semester.**

SEMESTER- III

(20

Credits)

Sl. No.	Subject Code	Subject	Credits
1	MGIT1202	Management Information Systems	2
2	MGHR1201	Human Resource Management	2
3	MGFM1202	Financial Management	4
4	MGGM1207	Management & Market Research	4
5		Operation Research	4

6	MGOM1201	Production & Operations Management	4
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SEMESTER-IV

(20 Credits)

Sl. No.	Subject Code	Subject	Credits
1	MGGM2318	Strategic Management and Ethics	4
2	MGMK2302	Sales and Distribution Management	4
3		Costing for Managers	4
4		Electives	4
5		Project -II	4

SEMESTER-V

(14 Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGGM2315	Legal Environment for Enterprise	2
2	MGHR2305	Organization Change and Development	4
3		Electives	8

SEMESTER-VI

(16 Credit)

Sl. No.	Subject Code	Subject	Credit
1	MGGM2316	Project Management	4
2		Electives	8
3		Dissertation	4

ELECTIVES IN MARKETING AREA

(28

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGMK2312	Rural Marketing	2
2	MGMK2313	Services Marketing	2
3	MGMK2314	Customer Relationship Management	2
4	MGMK2305	Consumer Behaviour	2
5	MGMK2306	Brand Management and Marcomm	4
6	MGMK2307	B2B Marketing	2
7	MGMK2315	Retail Management	4

8	MGMK2316	International Marketing	4
9	MGMK2310	Social Marketing	2
10	MGMK2311	Digital Marketing	2
11	MGMK2317	GIS for Marketing	2

ELECTIVES IN FINANCE AREA

(30

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGFM2310	Advanced Managerial Accounting	4
2	MGFM2311	Financial Derivatives	4
3	MGFM2305	Financial Institutions, Markets & Services (FIMS)	4
4	MGFM2306	Commercial Banking and ALM	4
5	MGFM2307	Insurance & Risk Management	2
6	MGFM2308	Security Analysis and Portfolio Management	4
7	MGFM2312	Corporate Restructuring	2
8	MGFM2313	Financial Planning and Wealth Management	4
9	MGFM2314	Current Asset Management	2

ELECTIVES IN OPERATIONS MANAGEMENT AREA

(28

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGOM2303	Service Operations Management	2
2	MGOM2302	Logistics and Supply Chain Management	2
3	MGOM2311	Total Quality Management	2
4	MGOM2312	Technology Management	2
5	MGOM2305	Purchase and Materials Management	4
6	MGOM2306	Environment & Industrial Safety	4
7	MGOM2307	Business Process Re-engineering & Simulation	4
8	MGOM2308	Enterprise Resource Planning	4
9	MGOM2309	Production Planning and Inventory Control	4

ELECTIVES IN HUMAN RESOURCE MANAGEMENT AREA

(22

Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGHR2302	Industrial Relations and Labour Laws	4
2	MGHR2315	Compensation and Reward Management	2
3	MGHR2314	Performance Management	2
4	MGHR2307	International Human Resource Management	2
5	MGHR2308	Knowledge Management	2
6	MGHR2312	Human Resource Planning and Sourcing	4
7	MGHR2311	Training and Development	2
8	MGHR2313	Leadership Development	2
9	MGHR2310	Organization Structure and Design	2

ELECTIVES IN DEVELOPMENT MANAGEMENT AREA (28 Credits)

Sl. No.	Subject Code	Subject	Credit
1	MGRM2305	Rural Immersion Programme	4
2	MGRM2306	Sustainable Livelihood System	4
3	MGRM2307	Public System Management	4
4	MGRM2308	Micro Finance Management	4
5	MGRM2309	Natural Resource Management	4
6	MGRM2310	Social Entrepreneurship	4
7	MGRM2311	Gender and Development	4

C O U R S E C O N T E N T S

SEMESTER-I

Paper: 1 BASIC COMMUNICATION SKILLS (BCS) Credit:4

Code: MGGM1102

Course Objective:

Focus on the basic communication skills required to manage the human resources of the organization, emphasis on the core areas of functional language and provide a useful strategy for self- improvement.

Course Content (18hrs theory and 36hrs lab):

Unit: I

Essentials of Communication

Importance of communication in management, Functional grammar review, Useful language & expressions, Requisite skills for Managers, 7 C's of effective communication, Body language, Listening to be heard.

LAB: Sounds of English, listening activity, online learning - grammar and vocabulary, professional expressions, role-play on body language

Unit: II

Writing & Reading in Communication

Business writing: structure and layout, types of business letters, in- house communication, correspondence feedback, Email writing, Reading management case study & comprehension, note making and verbal ability.

LAB: Writing workshop, idea generation and presentation, writing assignments, reading comprehension & note making, analysis of word power & language

Unit: III

Business Performance Skills

Presentation, Conversation to communication in business, Group discussions, Team presentation, Meetings and conferences, Personal grooming and etiquette.

LAB: Book review presentation, role play on business conversation, team presentation, mock business meetings.

Books Recommended:

Text

- Krizen .Merrier.Logan. Williams, Business Communication, Thomson
- Bovee , Thill and Schatzman, Business Communication Today
- Rai & Rai, Managerial Communication
- Sylee Gore, English for Marketing and Advertising, Oxford Business English, Oxford University Press(EMA, Gore)
- Liz Hamp-Lyons Ben Heasley, Writing, A Course in Writing Skills for Academic Purposes, Second Edition, Cambridge.
- Shirley Taylor, Model Business Letters (MBL)and Other Business Documents, 5th Edition.

Reference

- How to Write and Speak Better, Reader's Digest
- Arthur H. Bell & Dayle M. Smith, Management Communication
- Leena Sen, Communication Skills

Paper: 2

QUANTITATIVE TECHNIQUES (QT)

Credit: 4

Course Objective:

To acquaint the students with different application of quantitative techniques in business decision making.

Course Content:

Unit: I

Nature, Scope and limitations of statistics; uses of statistics to business and industrial activities, Statistical Data –primary and secondary data, Collection of data, Classification and tabulation of data, Diagrammatic and graphic representation of data. Questionnaire –its characteristics and drafting

Unit-II

Data Measure of Central Tendency: Introduction, Meaning of quantitative technique, statistical research, Measures of central tendency (Averages), Arithmetic mean, Weighted Mean, Median, Mode Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

Unit: III

Probability: Basic concepts, Bayesian, Probability Distribution- Binomial, Poisson, Normal Distribution

Unit-IV

Sampling: Introduction, why sampling, sampling methods, Sampling distribution, standard error, type I and II error, Estimation, properties of good estimator, Type of estimation, Confidence limit. Hypothesis: Hypothesis testing, Z-test, t-test, Chi square test, F-test, ANOVA

Books Recommended:

1. Business Statistics - J K Sharma (Text)
2. Statistics for Management - Levin / Rubin
3. Fundamentals of statistics - Elhance
4. Statistical Methods - S.P. Gupta

Paper: 3

MANAGERIAL ECONOMICS

Credit: 4

Code: MGGM1104

Course Objective:

- a) To provide students with a basic understanding of the micro economic principles, methodologies and analytical tools that can be used in business decision making problems.

- b) To provide an understanding of the economic environment and its impact on strategy formulation.

Course Content:

Unit: I

Introduction to Managerial Economics, Nature and Scope, Relationship with other areas in Economics, role of managerial economist, Scarcity, Choice and Efficiency, Circular Flow of Economic Activity, Fundamental concepts of micro economics, Economic Role of Government.

Unit: II

Theory of demand, Elasticity of Demand: Price, Income and Cross elasticity of demand, uses of elasticity of demand in business decisions. Analysis of Supply, Equilibrium of demand and supply, Demand Estimation, Demand Forecasting

Unit: III

Production Function: Production function with one variable input, Production function with two variable inputs, optimal combination of inputs, Returns to scale. Cost Theory: Types of costs, Production and cost, Short-run cost functions, Long-run cost functions, Economies of scale and scope, Break-even and Cost-Volume-profit Analysis.

Unit: IV

Market and firms, equilibrium price and output determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Consumer and Producer Theory in Action, Markets and Market Failure

Books Recommended:

Text Books:

1. Mankiw, N.G (2006), "Principles of Microeconomics" Cengage Learning
2. Dwivedi D.N (2007), "Microeconomics Theory and Policy", 2nd Edition, Tata McGraw Hill

References:

3. H.L Ahuja, Managerial Economics, S. Chand Publication
4. Dholokia and Oza(1999), Microeconomics for Management Students, 2nd Editon. Oxford.
5. Koutsoyiannis, A (1975), Modern Microeconomics Macmillian Press.
6. Meheta, P.L (1999), "Managerial Economics" Sultan Chand & Sons
7. Pinyck & Rubinfeld, Mehta, P.L. (2009), "Microeconomics", 7th edition, Prentice hall.
8. Salvatore (S). (2009), "Principles of Microeconomics", 5th edition, Oxford University Press
9. Gupta, G.S (2007), "Microeconomics" 3rd edition, Tata McGraw Hill, New Delhi.
10. Modern Micro Economics, , Koutsoyiannis, (1975) , A, Macmillan Press
11. Managerial Economics, Mehta, P. L (1999), Sultan Chand & Sons

Code: MGIT1101

Course Objective:

To provide a foundation for understanding information technology in context of today's business environment and to impart those skills necessary for solving a range of information-based problems in this competitive era .

Course Content:

Unit: I

Introduction : Meaning and Definition of Computers, Characteristics & History of Computer, Types of Computer systems, Classification of Computers, Basic Computer operations, Functional units of Computers, Practical data processing application in business, Computer applications in various areas of business.

Components of a Computer: Computer memories, Primary Storage, Secondary Storage / Auxiliary Storage, Input / Output Devices

Unit: II

Introduction to Software: Introduction, Software types, Systems Software, Classification of Operating System, Application Software, Introduction to Programming Language, Types of Programming Languages.

Networks and Telecommunication Systems Introduction, Networks, Network Topology, Network components, Data Communication, Communication Channels, Data Transmission, Network Architectures, Internet, Intranet and Extranet Applications, Data Communication at Work

Unit: III

Microsoft Office :

MS Word: creating a document, formatting, print features, MS Excel : creating spreadsheets , formatting spreadsheets, data validations , Charts , financial functions. MS Power point: Creating new presentations , slide animations, slide transactions, formatting slides.

Unit: IV



Data Processing: Introduction, Data Processing Cycle, Kinds of Data Processing, Data Base, Data Base Management System

Internet, Security and E-Commerce :Introduction, History and Core features of the Internet, Internet Applications, Internet and World Wide Web, Extranet and E-mail, Mobile Computing, Electronic Commerce, Types of E-Commerce and Activities

Operating System: Introduction, Types of Operating System, MS DOS, Windows OS, **HTML** Introduction, A HTML file, Web Publishing, Using HTML tags, Multimedia.

Books Recommended:

1. Alexis Leon, Mathews Leon. (1999). “Introduction to Computers”, Leon Tech World
2. S.Sudalaimuthu, S.Anthony Raj. 2008, “Computer Application in Business”, Himalaya Publishing House
3. O’Brien, J.A. (2004). Management Information Systems: Managing Information Technology in the Business Enterprise. (6th edition). New Delhi: Prentice Hall Publications
4. Rajaraman, V. (2005). Fundamentals of Computers.(4th edition). New Delhi: Prentice Hall Publications
5. Lucas, H. C. Jr. (2004). Information technology for management. (7th ed.). New Delhi: TMH
6. Yadav, D.S. (2002). Foundations of Information Technology. New Delhi: New Age International

Paper: 5

INDIAN SOCIETY AND CULTURE (ISC)

Credits: 2

Code: MGGM1209

Course Objective:

- a) Develop an understanding social environment
- b) Develop an understanding of cultural environment
- c) Understanding the linkages among social, cultural and business environment

Unit: I

Introduction to Indian Society

Indian Society - Roots of Indian Society
Social Structure – Rural and Urban Contexts
Social Institutions in Indian Society
Caste, Tribe, Dalits and Other Excluded Groups
Power and Conflicts

Unit –II

Introduction to Culture in Indian Society

Culture in Ancient, Medieval and Modern India, Languages and Literature in India,
Culture Change and its Impact on Indian Society

Unit – III

Social Movements

Reformers and Radicals – Rammohan Roy, Syed Ahmed Khan, JotiroPhule, Gopal Krishna Gokhale, Bal GangadharTilak, TarabaiShinde, Dayananda Saraswati and Vivekananda, Nurturing a Nation – M. K. Gandhi, RabindraNath Tagore, B R Ambedkar, Mohammad Ali Jinnah, EV Ramaswami, Jawaharlal Nehru, RammanoharLohia, Jayaprakash Narayan, Verrier Elwin, Peasant, Tribal, Women and Environment movement

Unit – IV

Social Issues in Modern India

Poverty, Gender Inequality, Disparity and Social Exclusion: SC, ST, Women, Child, Challenged

Unit – V

Science, Technology and Society

Science, Technology and Development Linkage, Appropriate Technology, Science and Technology Policy

Books Recommended:

1. Indian Society and Culture: Continuity and Change – by N. Hasnain
2. Social and Cultural History of India – O.M. Prakash
3. Makers of Modern India – Ramachandra Guha

SEMESTER-II

Paper: 1 **ECONOMIC ENVIRONMENT OF BUSINESS (EEB)** Credits: 4

Code: MGGM1208

Course Objective:

- a) This course exposes students to an overview of economic environment and draws out the relationship between crucial macroeconomic variables like the level of income, employment, prices, investment, money supply, trade and forex, etc.
- b) To discuss the design of government policy measures in regulating and planning for the economy.
- c) To address specific problems like inflation, growth and the control of business cycles with respect to the Indian economy.
- d) To provide the students with a fundamental knowledge of the macro economy on the basis of which policy decisions can be analysed and business decisions can be made.

Course Content:

Unit: I

Introduction to economic environment, Philosophy of economic growth and its implication for business, Basic concepts in macroeconomics, Macroeconomics issues, National Income Accounting: Circular flow of income, Concepts of GDP and National Income; measurement of national income and related aggregates

Unit: II

Money in a Modern Economy, Inflation and Deflation, GDP deflator, WPI, CPI, Components of money supply, Consumption, saving and investment functions, Financial system in India, Role & Functions of commercial banks and Reserve Bank of India, Monetary Policy of India, Business Cycle: Features of Business Cycle, International Trade, Foreign Exchange, IMF and World Bank

Unit: III

Government and the business: Sources of revenue of a modern government, types of taxes, effects of taxation, principles of taxation, tax incidence, canons of public expenditure, effects of public expenditure, Fiscal policy of India, public debt and its effects, balanced and unbalanced budgets

Unit: IV

Basic characteristics of Indian economy, Poverty, inequality and unemployment in India, Indian agriculture- causes of its low productivity, investments and subsidies in Indian agriculture, Indian industry- Public sector, Social sectors of India- Health and education, Private sector, MSMEs, FDI in India, Globalisation- its consequences, WTO

Books Recommended:

Text Books:

1. Macroeconomics, Mankiw, N. G, (2009), Cengage Publishers
2. Adhikari M- Economic Environment of Business (Excel Books), 2000, 8th ed, Sultan Chand.
3. Shapiro, E – Macroeconomics, Thomson Learning

4. Public Finance- R.K. Lekhi

References:

1. Rudder Dutt&Sundharam –Indian Economy, S Chand
2. Indian economy since independence- Uma Kapila, Nineteenth Edition 2008-09.
3. Indian economy by Mishra &Puri.
4. Stonier, A W and Hague, D C, Text Book of Economic Theory, Longman Green & Co., London, 2008
5. Economic Survey-Government of India

Paper: 2

MARKETING MANAGEMENT (MM)

Credit: 4

Code: MGMK1101

Course Objective:

- a) To familiarize the students with the concepts and theories and strategies of marketing.
- b) To focus on the application of these concepts to various marketing contexts
- c) To understand the dynamic nature of environment where marketing decisions are made
- d) To effectively manage the marketing mix
- e) To focus on the emerging areas of marketing

Course Content:

Unit: I

Introduction to marketing; What is marketing?, Importance of marketing function, Process of marketing, Concepts like need, want, value, satisfaction etc, Elementary idea of marketing mix. **Understanding Marketing Environment;** Factors affecting marketing environment (PESTEL), Competition, Porter's five force model, Market intelligence system, Introduction to market research, Market research and forecasting

Unit: II

Segmentation, Targeting & positioning (STP);What is market segmentation?, Criteria for effective segmentation, Evaluating & selecting market segmentation, Targeting selected markets, Targeting strategies, Positioning theory, Effective positioning strategies, Positioning of brands and repositioning

Unit: III

Product Management; Product concept, Classification of products, Product life cycle (PLC), Brand & brand management, what is brand equity. **Pricing;** Meaning & objective, steps in setting the price, price responses to competition, pricing policies. **Promotion;** What is promotion, types of promotion, advertising, sales promotion, integrated marketing communication **Place;** Marketing channels, Channel conflict management, Distribution system and logistic management **Sales management;** Basics of sales management, managing sales force, Principle of personal selling **Consumer Behavior;** Role of consumers, Consumer decision making process, Post purchase behavior.

Unit: IV

Services Marketing; Characteristics of services, service quality, service quality dimensions, 7Ps of services, service failure and service recovery **Retail Management;** what is retailing, Issues associated with retail management. **Social marketing;** Importance of social marketing, Key success factors in social marketing. **Marketing and Organizational Strategy;** Managing the product portfolio, SBU, The Boston Consulting Group Matrix, The GE Matrix, Ansoff's matrix **Special topics;** Green marketing, e-marketing.

Books Recommended:

1. Marketing Management: A South Asian Perspective- Phillip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, 13th Edition Pearson, Education Publication
2. Marketing Management: Fourth edition- Rajan Saxena
3. Positioning: The Battle for Your Mind- Al Ries & Jack Trout, Warner Books USA

Paper: 3

ACCOUNTING FOR MANAGERS (AM)

Credit:4

Code: MGFM1101

Course Objective:

This course 'Accounting for Managers' has been designed to enable the students to acquire the skills necessary to prepare, use, interpret and analyze financial information.

Course Contents

Unit: I

Accounting Environment of Business, Corporate Entities: Salient Features, GAAP: Concepts, Conventions, Assumptions, Accounting Standards.

Accounting Equation: Tool to understand business decisions, Basic Accounting Equation, Financial Statements: Balance Sheet and Income Statement, Cash Flow Statement

Unit: II

Equity Instruments: Equity and Preference Capital, Debt Instruments: Debentures/ Bonds/ Loans, Dividend and Interest payment, Fixed Assets and Depreciation, Inventory Valuation, Revenue Recognition, Expenses, Profit: Gross Profit/PBDITA/PBIT/PBT/PAT

Unit: III

Interrelationship between Financial statements, Financial Statement Analysis: Common Size Statements, Ratio Analysis, Du Pont Analysis, Inter-firm and intra-firm comparison

Unit-IV

Cost, Cost Concept, Elements of Cost, Cost Centres, Preparation of Cost Sheet, CVP Analysis, Budgeting and Budgetary Control, Standard Costing

Books Recommended:

2. Accounting for Management—Ashok Sehgal, Taxxman
3. Financial Accounting -- A Managerial Perspective, R. Narayanswamy, PHI
4. Khan & Jain – Management Accounting, TMH

5. Horngreen, Datar, Foster- Cost Accounting, Pearson
6. Financial Accounting, Jain/Narang/Agrawal, Kalyani
7. Basic Financial Accounting for Management, Shah, Oxford

Paper:4

ORGANIZATIONAL BEHAVIOR (OB)

Credit: 4

Code: MGGM1105

Course Objective:

Organizational Behavior (OB) is a field of study that investigates the impact that individuals, groups, and structure have on behavior within an organization. Then it applies that knowledge to make organizations work more effectively. This course will expose students to gain knowledge on the diversified behavioral science theories and its applications in organizations.

Course Content:

Unit: I

Introduction: Concept and models of OB, OB Systems Formal Organization System (FOS), (Individual System) & Social System (SS)

Unit: II

Individual System: Perception, Learning, motivation, attitude and Values, personality, emotion and stress.

Unit: III

Social System: Communication, Group Dynamics, Conflict, Leadership.

Unit: IV

Organizational systems: Organizational power and politics, Organizational culture and climate, Organizational Change and development, International Dimensions of OB, Managing Diversity. Synergy: Behavior Reinforcement, Behavior Modification

Books Recommended:

1. Robins & Sanghii; Organizational Behavior, Pearson
2. Luthans, F; Organizational Behavior-TMH
3. Udai Pareek ; Understanding Organizational Behavior, Oxford
4. Prasad, L.M; Organization behavior, S.Chand.
5. K.Aswhathappa; Organization behavior

Paper: 5

PROJECT -I

Credit: 4

SEMESTER- III

Paper: 1 **MANAGEMENT INFORMATION SYSTEM: (MIS)** Credit: 2

Code: MGIT1202

Course Objective:

Management Information systems (MIS) are like the nervous systems of the organizations, which provide the organization with ability to respond to changing business environment in a strategic way. MIS provides the crucial information needed to take informed decisions.

Course Content:

Unit: I

Introduction to MIS: Information; information for decisions; Management information; strategic importance of MIS; System Concepts: System; Types of System; System Control and Maintenance; Organization as a System; System thinking, Concepts and Principles of MIS: Characteristics, functions, structure & Classification of MIS; Assumptions for MIS; principles of MIS

Unit: II

Planning information System: Planning for competitive advantage ; strategically positioning information systems; Business application planning., Software aspects of MIS: Program, software & hardware; Typical software applications; MIS in Production, marketing, Maintenance, Materials & Project Management; Enterprise Business System: CRM; The Business focus: ERP;

Unit: III

Knowledge Management: Understanding Knowledge ;information management Vs Knowledge management Implementation Challenges, Developing information system,,: System Development Life Cycle(SDLC); System analysis and Design; End user development; Roles of a Manager. Beyond MIS: Decision Support System; Business Expert System; Artificial Intelligence;

Unit: IV

Managing global Information Systems: Global IT management; Cultural, Political and geo economic challenges; Management challenges: Security, Cryptography, ethics and societal challenges, security management; Crucial IT Decisions for Management. PRACTICE: Project on MS, exploring reports, creating a new project plan, SAD, Setting networking days, entering project properties.

Books Recommended:

1. Management Information systems, O'Brien & Marakas, TMH Publication
 2. Management Information Systems, Effy OZ, Thomson Publications
 3. Management Information Systems, Davis & Olson, TMH Publications
- Management Information Systems, Jaiswal & Mittal, Oxford University Press

Paper: 2

HUMAN RESOURCE MANAGEMENT

Credits: 2

Code: MGHR1201

Course Objective:

- a) To expose the students to the intricacies of Human Resource Management practices and Human behavior at work.
- b) To provide theoretical knowledge and practical skills in the area of HRM.
- c) To expose the students to the legal framework of HRM and its application.
- d) To stimulate analytical thinking, Problem solving, Communication skills and team orientation among students for meeting the HR requirements.

Course contents:

Unit: I

The Genesis

The Evolution of the Discipline, Concepts and Contours of HRM, Linking Organization strategic planning with Human Resource Planning Job Design and Job Analysis

Unit: II

Employee Sourcing –I Recruitment , Employee Sourcing – II Selection, Employee Engagement

Unit: III

Employee Development, Employee Retention

Unit: IV

Industrial Relation and Legal Perspective of HRM, HR Audit and Information System

Books Recommended:

1. SubbaRao. Essentials of Human resource Management and Industrial relations; Himalaya Publishing.
2. Rao,T.V.Human resource development. Response books. Decenzo,D. Robbins S.P. Fundamentals of Human resource management. John Wiley and sons.
4. Mello,A.Jeffery.Strategic human resource management, Cengage learning.
5. Gomez-mejia,Balkin,Cardy.Managing Human resource,(4th edition) PHI.
6. Ivancevich,J.M. Human resource Management. TMH
7. D. Bhattacharya, Human Resource Management, Excel Books.
8. Venkatratnam,C.S,Understanding Industrial relations,Oxford.
9. Dessler,G. *A framework of Human resource Management*.(10th Edition) Pearson.
10. Aswathapa, Human Resource & Personnel management, TMH

Paper: 3

FINANCIAL MANAGEMENT (FM)

Credit: 4

Code: MGFM1202

Course Objective:

Developing skills for preparation and interpretation of business information apart from application of financial theory in investment decisions, with special emphasis on working capital management, Capital Budgeting and other concepts.

Course Contents:

Unit: I

An Overview of Financial Management:

Finance Functions; Goal of Financial management - Profit Maximisation vs. Wealth Maximisation; Agency problem, The Financial Environment

Risk and Return Analysis:

Stand Alone Risk; Statistical Tools for Measuring Risk; Portfolio and Risk Diversification; Systematic Risk and Unsystematic Risk; Expected Rate of Return and Realized Rate of Return for a Single Asset and a Portfolio.

Time Value of Money:

Concept of Time Value, Discounting and Compounding; Multi-period Compounding; Nominal Rate of Interest vs. Effective Rate of Interest; Loan Amortization

Unit: II

Financing Decision – Capital Structure

Leverage and Capital Structure, Impact of Leverage on Capital Structure: EBIT-EPS Approach; Capital Structure and Firm Value – Net Income Approach, Net Operating Income Approach, Capital Structure Practices in India.

Investment Decision – Capital Budgeting:

Project Classification; Investment Evaluation Techniques: DCF and Non-DCF Techniques; NPV vs. IRR; MIRR; Cost of Capital, Assumptions of Cost of Capital, Components of Cost of Capital and WACC

Unit: III

Dividend Decision – Retained Earnings and Dividend Policy

Dividend Policy and Firm Value, Walter's Model and Gordon's Model, Factors affecting Dividend Policy, Forms of Dividend, Stock Splits, Bonus Shares

Short-Term Investment Decisions – Overview of Working Capital Management

Concept of Working Capital, Need, Determinants, Operating Cycle, Estimation of Working Capital

Unit: IV

Cash Management, Receivables Management, Inventory Management.

Books Recommended

1. Fundamentals of Financial Management by R. P. Rustagi, Taxxman
2. Financial Management by I. M. Pandey
3. Financial Management – Theory and Practice by Chandra
4. Basic Managerial Finance by Lawrence A. Gitman
5. Financial Management – Text and Problems by Khan & Jain
6. Fundamentals of Financial Management by Brigham & Houston

Paper: 4

MANAGEMENT AND MARKETING RESEARCH (MMR)

Credit-4

Code: MGGM1207

Course Objective:

- a) To sensitize students with a appropriate research design and research technique
- b) To enable them to conduct investigation within and outside their organization by applying the concepts of Marketing research

Course Content:

Unit: I

Introduction to Research: Nature and Scope of Business Research, Identification of Research problem, Research objective, **Marketing Research and application:** Importance, Interpretation & role in strategy ;**Research Problem:** Identification of research problem, research objective, types of business research, research process

Unit: II

Research designs: Exploratory, descriptive, experimental and observational, planning and Formulation of research projects. **Research Brief:** Statement of Research Problem, Review of Literature, Hypotheses Formulation; **Tools of research:** Preparation of questionnaire and schedules, Sample questionnaire development; **Measurement:** Nature of measurement, Measurement problem & scaling techniques, Nominal, ordinal, interval , ratio Thurston Scale, Questionnaires using Item Analysis e.g. Likert Scale

Unit: III

Sampling: Probabilistic & Non Probabilistic sampling, methods of drawing samples, concepts of different sampling methods, Qualitative Vs Quantitative research methods, Qualitative techniques used in gathering raw primary data, Focus Group discussion; **Collection of data:** Primary and secondary data, Survey Design (including online survey) ,Social Science Research, Participatory Rural Appraisal.

Unit: IV

Data Analysis: Data entry, editing, coding, Data Tabulation, (USE OF SPSS); **Data analysis Techniques:** Crosstabs, Correlation, Goodness of fit, ANOVA, one way , two way, Demand Estimation, **Qualitative forecasting techniques:** Basic Concept of Delphi Technique, Opinion Based method; **Non-parametric tests:** chi-square, Tukey Kramer, Kruskal Wallis, Wilcoxon signed rank test, Man-Whitney U test. Factor Analysis, Cluster Analysis; **Research Results:** Report preparation and presentation process, report format, report writing, guidelines for table and graph.

Books Recommended:

1. DebashisPati, Marketing Research, University Press
2. Marketing research by N.Malhotra, Pearson Education
3. Cooper, Donald R and Pamela S schindler, Business Research Methods, Tata McGraw –Hill
4. C.R. Kothari, Marketing Research, New Age International
5. Zikmund, William G. , Business research methods by Cengage Learning

Paper : 5 OPERATIONS RESEARCH
Credit: 4
Code:

Unit: I

Forecasting: Forecasting, Simple Correlation, Regression Analysis, Time Series Analysis

Unit: II

Linear programming: Formulation, Graphic method, Simplex method.

Unit: III

Transportation Model: Initial solution-NWCM, LCM, VAM Test for optimality, MODI method

Unit: IV

Assignment Problem: Hungarian Method, Travelling Salesman problem. Game Theory.

Books Recommended:

1. Operation Research - V.K.Kapoor (Text)
2. Business Statistics - J K Sharma (Text)
3. Fundamentals of Statistics - S.C.Gupta
4. Operation Research - S.D.Sharma

Paper: 6 PRODUCTION AND OPERATION MANAGEMENT (POM)

Credit: 4

Code: MGOM1201

Course Objective:

The course is designed to acquaint the students with decision making in production and operation function of an organization.

Course Content:

Unit: I

Operations Management- An Introduction :Primary topics in Operations Management, Operations Function, and Transformation process and Competitiveness.

Operations Strategy :Strategic Decisions in Operations, Strategy Deployment, and Vertical Integration, Service Operation, Service strategy, Manufacturing Strategy and Mass customization; Product Development and Service Design , New Product design, Product life cycle, Process design, Process life cycle, Form design, Functional design, Production design, Concurrent design, Technological design and Service design process.

Unit: II

Facilities Location & Layout Planning :Location - Principles and Factors; Location Analysis techniques- Factor Rating, Centre of Gravity Technique, Layout – Concept & Basic Principles, Process Layout , Product Layout; Fixed Position Layout. Hybrid Layouts – Cellular, Project Management, Scheduling and Sequencing :Project planning, , project control, project scheduling Models Project Network, Critical path Method (CPM), Programme Evaluation Review Technique(PERT) , Project crashing and Time cost Trade-Off. Objective of Scheduling, Sequencing, Gantt charts,. Gantt chart, Sequencing model. "n" jobs 1 machine, "n" jobs 2 machines, "n" jobs “m” machines.

Unit: III

Inventory Management:

Concept of inventory with independent demand: Inventory cost structure Deterministic inventory model - EOQ models, instantaneous receipt, Inventory model with discounts, delivery over a period of time, Periodic review and continuous review inventory model; Selective Inventory Control - ABC and VED.

Unit: IV

Quality Management :Concept of quality; Quality of design, Conformance & performance; Cost of poor process performance and quality. Statistical Quality Control - Process Control (X, R & P chart), Product control-acceptance sampling and OC curve. Concept of TQM. Just in Time and Lean Production Basic element in JIT, Pull system, Push system, Kanban production control system , Benefits of JIT, Jit implementation in Learning Organization, JIT in Services. topics. Supply chain management concept.

Books Recommended:

1. Chase, Jacobs, Aquilano, Agarwal, - “Operations Management”, TMH
2. Krajewski ,Ritzman, Kansal, - “Operations Management”, Pearson
3. Everette. Adam Jr., Ronald J. Ebert, - “Production and Operations Management”, PHI
4. Roberta S. Russell & Bernard W. Taylor III, - “Operations Management”, Pearson/ PHI
5. Aswathappa& Sridhar Bhat, - “Production and Operations Management”, HPH
6. Gaither, Frazier- Operations Management

SEMESTER-IV

Paper: 1

STRATEGIC MANAGEMENT AND ETHICS

Credits: 4

Code: MGGM2318

Course Objective:

- a) To familiarize the students about the basic concept of strategic management and the required tools and techniques for strategy analysis and implementation
- b) To develop the skill of strategy analysis, choice and implementation for an organisation
- c) To understand and apply the concept of ethics in a business

Course Content:

Unit: I

Concept of Strategy: Mission, Vision, Objective and Strategy, Evolution of Strategic Management, Strategic Management Process

Unit: II

Strategy formulation: Environmental Analysis, Resource Analysis, Stakeholders' Analysis

Unit: III

Strategy Choice and Implementation: Corporate Level Strategy, Business Unit Level Strategy, Directions and Methods of Strategy Development, Criteria for Strategy Selection, Strategy Implementation

Unit: IV

Ethics and Corporate Governance: Understanding Ethics, Corporate Governance, Managing Business Ethics, Corporate Social Responsibility

Books Recommended

1. Gerry Johnson and Kevan Scholes, Exploring Corporate Strategy: Text and Cases, Pearson Publications, Delhi
2. Francis, Ronal D and Mishra Mukti, Business Ethics, Tata Mc Graw Hill, Delhi

Paper:2 SALES AND DISTRIBUTION MANAGEMENT (SDM) Credit: 4

Code: MGMK2302

Course Objective:

- a) To expose course participants to the tools and strategies necessary for designing, motivating and evaluating sales and distribution management.
- b) To introduce course participants to national and international sales and distribution Problems and practices.

Course Content:

Unit: I

Introduction to Sales and Distribution Management: Evolution of Sales and Distribution Management, Emerging Trends in Sales and Distribution Management, Linking Sales and Distribution Management; **The Selling process:** The buying decision process, Buying situations and types of purchases, Sales and marketing issues, Telecalling & Sales pitch; **Sales Planning:** Sales Forecasting & Budget; **Sales Territories and Quotas:** Defining and designing sales territories, assigning sales force to territories;

Unit: II

Organizing and Staffing the Sales Force: Types of sales force organization structures, deciding the size of the sales force, Specializations within the sales organization; **Sales Force Motivation and Training:** Recruitment, sales force training process, motivating the sales people, **Controlling the Sales Force:** Monitoring sales force expenses, marketing and sales force audits, reporting format, Daily Sales report.

Unit: III

Developing a Distribution Strategy; Integrating Distribution channels with the company sales force, Developing channel objectives, designing the distribution channel, Use of alternate channels like Internet; **Understanding Key Channel Institutions:** Types of Distributors, Wholesaling in India, Retailing in India;

Unit: IV

Managing the Distribution Channel: Selecting and appointing Channel Members, Conducting Appraisals of Channel Partners, Issues and methods in evaluating channel

members, Strategies to maintain and enhance channel commitment, Managing conflict among channel members. **The Indian Distribution Environment:** Key players involved in the distribution function, Comparison with developed markets like the USA

Books Recommended

1. Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach. New Delhi: Response Books
2. Kapoor, R. (2005). Fundamentals of Sales Management. Delhi: Macmillan India
3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). Sales Management: Decisions, Strategies and Cases. (5th edition). New Delhi: Prentice-Hall of India
4. Panda, T. K. & Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press
5. Havaladar, K. K. & Cavale, V. M. (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill

Paper: 3

COSTING FOR MANAGERS

Credit: 4

Code:

Objective: To acquire knowledge and understanding of the concepts, techniques and practices of cost accounting and to develop skills for decision making.

UNIT-1

Cost Accounting: Evolution, Meaning, Objectives and Scope, Concepts of Costs, Classifications and Elements of Cost, Cost Centre and Cost Unit, Methods and Techniques of Costing, Cost Accounting Standards, Installation of a Costing System, Practical Difficulties in Installing a Costing System, Role of Cost Accountant in Decision Making.

UNIT-2

Material Cost and Materials Control – Concept and Techniques, Procurement Procedures and Documentation: Methods of Purchasing; Procedure of Purchases, Stores and Issue of Material; Stock Verification, Methods of Pricing of Material: FIFO, LIFO, Simple Average, Weighted Average, Accounting and Control of Material Losses, Wastage, Scrap, Spoilage and Defectives, Inventory Management: Techniques of fixing of minimum, maximum and reorder levels, Economic Order Quantity, ABC Analysis; Stock Verification and Perpetual Inventory.

UNIT-3

Labour Cost: Meaning and Classification of Labour Costs, Accounting and Control of Labour Costs , Time Keeping and Time Booking , Attendance and Payroll Procedures, Time Recording, Overtime and Idle Time ,Labour turnover and Remedial Measures , Efficiency Rating Procedures; Remuneration Systems and Incentive Schemes.

UNIT-4

Direct Expenses and Overheads: Direct Expenses: Meaning, Nature, Collection, Classification and Treatment of Direct and Indirect Expenses, Overheads: Meaning, Nature, Collection and Classification Functional Analysis: Factory, Administration, Selling, Distribution, Research and Development, Behavioral Analysis: Fixed, Variable, Semi variable and Step Cost Allocation, Apportionment, Absorption and Control of Overheads, Preparation of Cost Sheet. ABC vs. Traditional Costing, Reconciliation of Cost and Financial Accounts.

Books Recommended

- Cost Accounting: Principles and Practices by K.L.Narang and S.P.Jain
- Cost Accounting by P.K.Jain and M.Y.Khan, Tata McGraw Hill
- Cost Accounting by Tulsian Bharat and Tulsian P.C.

Paper: 5

PROJECT -II Credit: 4

SEMESTER-V

Paper:1

LEGAL ENVIRONMENT FOR ENTERPRISE

Credits: 2

Code: MGGM2315

Course Objective:

To introduce the students to some of the most important laws of business, particularly in the areas of contract law, sale of goods, company law and legal frameworks for conducting business. To equip the students with the minimum legal framework for starting a business venture and running it successfully in conformity with legal parameters.

Course Content:

Unit :I

Introduction ;Scope and subject matter of Business Law, Source of laws;

Unit: II

Law Of Contracts, Special Contracts, Partnership act, Sale of Goods Act(1930),

Unit: III

Negotiable instruments act(1881),Companies law Act(1956),

Unit: IV

Consumer Protection Act(1986), Information technology Act(2000)

Books Recommended:

1. S.S.Gulshan and G.K.Kapoor ; Business Law including Company Law.New Age International Publishers.
2. Mercantile law by N.D.Kapoor
3. Company law by Majumdar& Kapoor, Taxmann

Paper: 2

ORGANIZATION CHANGE AND DEVELOPMENT

Credits:4

Code: MGHR2305

Course Objective:

- a) It is often said that change is the only reality, rest is subject to change. History has time and again proven that the process of change is inevitable in the progress of mankind.
- b) The ability of the human race to innovate has brought about radical transformation of society. All the countries of the world are undergoing some kind of change which is especially true in the context of organizations. At the same time we do notice resist to change due to its displacing effect overtime.
- c) As change in organization is inevitable, it's the primary responsibility of the managers to manage change towards development not deterioration.
- d) The purpose of this course is to learn to plan and implement change at the individual, group and organizational level.
- e) The course is designed to help the students to develop as potential change agents and organization development professionals.

Course Content:

Unit: I

Introduction to Organizational Change, Nature of change, Forces of change, Types of change,

Theories of Change (Life cycle, Teleological, dialectical, evolutionary, 'E' & 'O') and Models of Organizational Change (Lewin's change model; Planning model; Action research model; Integrative model).

Unit: II

Resistance to change and minimising resistance. Role of change of Agent, Strategic leverages to Change, Managing change: Organizational Culture and leadership

Unit: III

Introduction to Organizational Development, Process of organizational development: Entering and Contracting, Diagnosis, Analysis, Feedback, Design of Intervention

Unit: IV

OD Interventions: Types- Human Process, Techno-structural, Human Resource Management Intervention, Strategic Change Interventions

Books Recommended

1. Management of Organizational Change-K. Harigopal, Response Books
2. Theory of Organization development and Change- T. G. Cummings & C.G. Worli, Cengage Learning
3. Organisation Design and Development -Dr.Bhupen Srivastava
4. Managing Organizational Change -V.Nilakant& S. Ramanarayan
5. Change Management -Robert A. Paton & James McCalman
6. Organization Effectiveness and Change -A.S.Sudan& Naveen Kumar
7. Organization Development Wendwell-L. French & Cecil H.Bell Jr
8. Leading change-John P.Kotter.

Paper: 3

Elective Course

Credits: 8

SEMESTER-VI

Paper: 1

PROJECT MANAGEMENT

Credits: 4

Code: MGGM2316

Course Objective:

Project Management is a fast-growing and increasingly 'professionalised' discipline with record numbers of practitioners now gaining the PMI certification. As a mainstream skill, critical to business success, and under closer scrutiny for the benefits it delivers, it's important the students of today – and practitioners of tomorrow – can rely on a comprehensive and contemporary text to support their learning. *It* takes a decision-making, business-oriented approach to the management of projects, which is reinforced throughout the text with current examples of project management in action. Upon completion of this course, attendees will be able to: Define and describe common project management terminology. Use a step-by-step process to manage projects faster while using fewer resources, Avoid common pitfalls and mistakes in managing projects, Apply the Tricks of the Trade® used by thousands

of project managers around the world in the IT, IS, New Product Development, Financial Services, Manufacturing, Pharmaceutical and other industries.

Course Content:

Unit: I

Project Management framework; Introduction to Project Management; Project Life Cycle and Organisation, Project vs. Operational work, Stakeholders, Organisational Influences

Project Management Process for a Project, groups, Initiating, planning, executing, monitoring &controlling and closing process groups.

Project management Knowledge area;

Project Integration Management; Develop project charter, develop project management plan, direct and manage project execution, monitor and control project work, perform integrated change control, close project or phase.

Unit: II

Project Scope Management; collect requirements, define scope, create WBS, verify scope, control scope

Project Time Management; Define activities, sequence activities, estimate, develop and schedule

Unit: III

Project Cost Management; Estimate costs, determine budget, control costs

Project Quality Management; Plan quality, perform quality assurance, perform quality control

Project HR Management; Develop HR plan, acquire project team, develop and manage project team

Unit: IV

Project Communications Management; Identify stakeholders, plan communication, distribute information, manage expectation of stake holders, report performance

Project Risk Management; Plan risks; identify risks, perform quality and quantitative risk analysis, plan risk responses, monitor and control risks

Project Procurement Management; Plan procurements, conduct procurements, administer procurements, close procurements

Books Recommended:

1. Projects: Planning, Analysis, Financing, Implementation & Review, Prasanna Chandra
2. Small and Medium Enterprises in India: IIBF (Know your banking-V)
3. Introduction to Project Finance: An Analytical Perspective, H R Machiraju
4. Project Management, Maylor
5. Project Management : By Jeffery Pinto
6. Project Management, K.Nagarajan
7. A Guide to The Project Management Body of Knowledge (PMBOK® Guide) 4th edition

Paper: 2
8

Elective Course

Credit:

ELECTIVES FROM MARKETING AREA

Course Objective:

1. To familiarize participants with environment, challenges, opportunities, strategies and methodology for emerging markets.
2. To develop skill sets to cater to the rural Indian market.

Course Content:

Unit-I

Introduction: Rural Marketing in the development paradigm, Rural India- a promising Market place, Rural Economy- A reality check, Issues and Challenges in marketing in rural India, Understanding 'Fortune at the bottom of Pyramid'- A Marketing perspective, **Understanding Rural Marketing environment:** Evolution of rural marketing, Rural market structure, Factors of market environment. **Consumer behavior of rural market:** Factors affecting consumer behavior, Characteristic of rural consumer, Opinion leadership process, Consumer buying process.

Unit-II

Rural market research: Planning the rural research, unique methods of data collection, sampling, Field procedures & locations of conducting research, Limitation of rural research, **STP of rural market:** Issues in & basis of rural market segmentation, Targeting Selected Markets, The concept of Positioning, from positioning to differentiation.

Unit-III

Product strategy: 4A of rural marketing, Rural product categories, New product development, Branding in rural markets, Fake brands, Product warranty & after sales services, **Pricing Strategy:** Pricing objectives, Factors of pricing, pricing strategies, Market entry strategies. **Distribution strategy:** Challenges and dilemma, Evolution of rural distribution system, Channels involved, Behavior of the channel, Public distribution system (PDS), Cooperative societies, Prevalent distribution models (corporate).

Unit-IV

Communication Strategy: Challenges in rural communication, developing effective communication, Selecting communication channel, rural advertising, rural media, Folk media, Melas. **Innovations in rural markets:** Role of innovations in rural markets, Importance of ICT, ICT initiatives in rural markets, Emergence of organized retailing.

Future of rural marketing: Public private partnership, Focused marketing strategies, Innovative credit delivery system etc.

Books Recommended:

1. The Rural Marketing Book, Text and Practices- Pradeep Kashyap& Siddhartha Raut, Biztantra
3. The Fortune at the Bottom of the Pyramid – Dr. C K Prahalad, 2005 Edition, Wharton School
4. Positioning: The Battle for Your Mind- Al Ries& Jack Trout, Warner Books USA
5. Rural Marketing- Ramakrishnan.L, Krisnamacharyullu.C.S.G, Pearson Education.

Paper: 2

SERVICES MARKETING (SM)

Credits : 2

Code: MGMK2313

Course Objective:

The course sensitizes participants about the services environment, competition, methods, strategies and methodologies. The aim is to impart skill sets that are required to understand, survive and flourish in the field of services marketing.

Course Content:

Unit: I

Origin, growth & classification of Services, the emergence of service economy; Nature of services, Goods & Services Marketing; Marketing challenges in Service business.Characteristics of Services.

Unit-II

The service Encounter, The Service Consumer Behavior, Service Vision and Service Strategy, Service Delivery, Service Blueprint, Servicescape.

Unit: III

Service quality and the dimensions of Services quality, Quality model (Gaps Model, SERVQUAL); Demand-Supply Management, Advertising, Branding and packaging of Services, Pricing of Services.

Unit-IV

Service Failure, Service Recovery, Customer Retention, Customer Relationship Management, Concepts of Marketing Services, Tourism Services, Health & Hospitality Services.

Books Recommended:

1. Zeithalm, V.A.andBitner, M.J., Services Marketing, New York, Mcgraw Hill
2. Lovelock, Writz, Chatterjee-Services Markeitng, People, Technology , Strategy, Pearson
3. Education, New Delhi
4. Hoffman, Services Marketing, Concept, Strategy & Cases, Cengage/Thomson
5. K.Ram Mohan Rao, Services Marketing, Pearson Education

Paper: 3

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Credits:2

Code: MGMK2314

Course Objective:

The course discusses the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business. It equips students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.

Course Content:

Unit: I

Concepts & Context of CRM

Introduction to CRM, Understanding various terminology of CRM, Evolution and transformation of customers, Role of CRM in improving Customer Relationships, Relationship marketing vs. CRM, types of CRM, Steps for successful CRM.

Unit-II

Consumer Types and Value Management

Customer types based on behavioral pattern, Customer Segmentation (reexamined), Customer Life Time Value.

Unit: III

Managing Customer Relationship

Relationship Between producer and Consumer, Key principles of Relationship Management, Managing the customer lifecycle, Managing networks, Techniques and applications to manage relationship, Experiential Relationship frame work

Unit-IV

Developing, Deploying CRM Strategies

Managing customer relationships, Barriers to CRM, CRM obstacles, Developing and Deploying CRM Strategy: Introduction, Planning for CRM Implementation, Framework for Building CRM Strategy, Voice of Customer Analysis.

1. CRM-Concept & Application by Kumar, Sinha, Sharma.
2. CRM at the speed of light by Paul Greenberg.
3. CRM - A Strategic Approach to Marketing by Kaushik Mukherjee.
4. Integrated Retail Management by Ogden & Ogden
5. CRM - Modern Trends & Perspective, S.Shanmugasundaram

Course Objective:

Understanding consumer behavior is a challenging & interesting experience, every marketer tries to know how consumers behave before, during and after purchasing any product or service. Insight gained from consumer behavior will lead the development of an effective marketing strategy that wins the heart & minds of today's discerning customer. The course will introduce course participants to the issues and models in consumer behavior help understand the diversity of the Indian market, the demographic & psychological differences that account for the same and how marketing strategies are crafted & executed based on a in depth understanding of Consumer Behavior.

Course Content:

Unit: I

Introduction

The basic notion of consumer behavior and its importance in marketing.

Motivation

Definition, Dynamic nature of motivation, Types & systems of needs.

Personality

Understanding Personality, Theories of Personality (Freudian, Jungian, neo- Freudian, Trait), Understanding consumer diversity, Self & Self-image.

Perception

Concept, Absolute Threshold, Differential Threshold, Subliminal Perception, Dynamics of perception (Selection, organization, interpretation).

Learning

Consumer Learning, Behavioral learning theories (classical conditioning, Instrumental conditioning), Cognitive Learning Theory (Information Processing), Brand Loyalty.

Unit: II

Attitude

Consumer Attitude: Formation and Change (Process, sources of influence, Strategies and functions), Tri-component & Multi Attribute attitude models.

Reference Group

Social & Interpersonal Influence, Reference Groups, Consumer Conformity, the Common Man Appeal.

Family

Family, Role, Functions, Decision Making, Family Life Cycle.

Social Class

Social Class, Mobility, Signs of downward mobility.

Culture

Culture, Basics, Values, Myths, Customs, Rituals, Laws, Acculturation, Subculture.

Unit: III

Consumer Purchase Decision Making

Consumer Decision Making: Levels (Extensive problem solving, limited problem solving, routinized purchase behavior), Models (Nicosia, Howard- Seth model, Engel-Blackwell- Miniard Model), Problem recognition and decision-making, Information search and decision making.

Unit: IV

Decision making and Post- purchase behavior

Evaluation of alternatives, purchase decision making, and post- purchase behavior, marketing applications: Customer satisfaction and dissatisfaction.

Books Recommended:

1. Consumer Behavior by Schiffman&Kanuk
2. Consumer Behavior by Louden Della Bitta
3. Consumer Behavior by Mowen& Minor
4. Consumer Behavior by William Wilkee
5. Consumer Behavior by Peter Olson
6. Consumer Behavior by Wells Prenskey

Paper: 5 **BRAND MANAGEMENT AND MARCOMM (BMM)** **Credits: 4**

Code: MGMK2306

Course Objective:

- a) To provides cutting edge knowledge about brand, branding & brand management
- b) To gain knowledge about advertisement and its application in real world

Course Content

Unit: I

Concept of Brand and Branding: What is Brand? Why do Brands Matter? Can anything be Branded, Branding Challenges and Opportunities, Strategic Brand Management Process,

Brand Building and its implications: Building strong brands for marketing advantage

Brand Positioning: Identifying and Establishing Brand Positioning and Brand Values, Positioning Guidelines, **Brand Equity:** Concept, Elements and Sources of Brand Equity, Designing Marketing Programs, Role of IMC in building Brand Equity , **Secondary Brand Knowledge to build Brand Equity:** Creation of new brand associations, Co-Branding, Celebrity Endorsement

Unit: II

Brand Tracking: Designing Brand Tracking Studies and Managing Brand Equity Measurement Systems, **Designing Brand Strategies:** Brand-Product Matrix, Brand

Hierarchy, Designing and implementing Brand Strategies, **Brand Extension:** Concept, Advantages, Disadvantages of Brand Extensions, Consumers evaluation of brand extensions, **Managing Brands over Time:** Brand Reinforcing and Revitalization ,

Unit: III

Introduction to Media Management: ATL,BTL and TTL.Definition, objectives, Functions and Classifications of advertising, **Advertising Agency:** Functions & structure of Modern agency, functions of the advertising department and advertising manager, CAR (Client-Agency Relationship); **Introduction to IMC Campaign:** understanding the consumer in the 360 degree environment, communication mix, **Creative strategy:** Copy, message, advertising appeals. AIDA concept, 42 ,TV Commercials, Radio Jingles, Print ads.

Unit: IV

Advertising Media: General and special characteristics of different media: Media planning, scheduling and evaluation, Measuring advertising effectiveness (DAGMAR), The rationale of testing: pretesting, concurrent testing & post testing, recall and recognition. **Advertising budget:** Approach and procedures for determining the size of the budget, Administration and control of budget, **Regulation of Advertising:** Self Regulation by advertising media(ASCI), Ethics & Social Responsibility in advertising, E-advertising. **IMC Campaign:** Vodafone launch in India-efficient execution of change, Surf excel Quick Wash Campaign- Social cause for marketing a detergent, International Case Studies on award winning IMC Campaigns, Coke in Argentina- Walking of Coca Cola side of life, BBC Asian Network, BBC iplayer launch, J&B Scotch Whisky's Nightology etc.

Books Recommended:

1. "Building Measuring and Managing Brand Equity," Eds., by Kevin Lane Keller, Pearson Education.
2. Advertising and Integrated Brand Promotion by O'Guinn and Allen, Cengage Publication.
3. "Brand Management," Harsh, Verma, Excel Books
4. "Brand Management", Aaker, David, "Brand Management." Upshaw,
5. Marketing by Baines, Oxford Publication.
6. Advertising Management by Jethwaney, Oxford Publication.

7. Kazmi&Batra – Advertising and sales Promotion, Excel Books
8. Batra,Myers&Aaker – Advertising Management, PHI
9. Shah,Dsouza, Advertsing& Sales Promotion, TMH
10. Jefkins and Yadin; Advertising, Pearson

Paper: 6

B2B MARKETING (B2BM)

Credits: 2

Code: MGMK2307

Course Objective:

- a) To understand the importance of B2B marketing
- b) To gain knowledge about analyzing business market & marketing suitable decisions

Course Content:

Unit: I

Introduction: An Overview of B2B Marketing: Contrasting Industrial Markets with Consumer Markets; Organizational Customer & Characteristics of Procurement;

Industrial Marketing Environment: Industrial Marketing Environment & Environment Management Strategies, Economics of Industrial Demand: Derived Demand, Multiplier Effect, Stimulating Industrial Demand, Joint Demand, Cross Elasticity of Demand

Unit: II

Industrial Buying : Nature of Industrial Buying, Buy Grid Model, Buying Centers, Industrial Buying: The Webster & Wind Model, Buyer Seller Relationship Tenders as Buying Process, Selling to Government: The Buying Process; **Industrial Market Segmentation:** Process and Problems, Criteria for Segmentation, Nested Approach to Industrial Market Segmentation (Shapiro and Bonoma Model), positioning of industrial goods;

Unit: III

B2B Product: B2B Product Strategy and New Product Development, B2B Branding, B2B Services Marketing; **B2B Pricing:** Influencers, Pricing Strategies, Pricing Decision Analysis;

Unit: IV

B2B Marketing Channels: B2B Marketing Channels and their Management, Vendor Appraisal, Rating and Selection, Vendor Development; **B2B Advertising:** B2B Advertising and Communication Programs

Books Recommended:

1. Industrial Marketing (TMH) by Krishna K Havaldar
2. Industrial Marketing: Analysis, Planning & Control (PHI) by Reeder, Brierty & Reeder
3. Business Marketing Management: A Strategic View of Industrial & Organizational Markets (DRYDEN) by Hutt & Speh
4. Marketing Mantra (PHI) Vaswar Das Gupta
5. Business Market Management: Understanding, Creating and Delivering Value (Pearson Education) by James C Anderson & James A Narus

Paper: 7

RETAIL MANAGEMENT

Credits :4

Code: MGMK 2315

Course Objective:

To learn the meaning of Retail and Retailing To provide emphasis on Retail Market Strategy and Consumerism To provide exposure to contemporary skills and practices in Retail Management To adopt the approaches, concepts, and theories to be more effective as a person and as a managerial leader.

Course Content:

Unit: I

Introduction to Retailing:

Retail in India and current trends in retailing landscape.

Classification Issues:

Various retail stores and retail formats, Franchising.

Theories of Retail Development:

Environmental Theory, Cyclical Theory and Conflict Theory.

Managing Retail Life Cycle:

Marketing Strategies at different stages.

Unit: II

Retail Branding:

Branding Strategies, Category Management.

Retail Consumer: I

influencers, decision making in current Indian context.

Location:

Store Location Decisions.

Retail Merchandising:

Concept, Sales forecast and control, Assortment Planning.

Merchandise Buying:

Vendor Management Techniques.

Supply chain Issues:

Supply chain & Retail Logistics Management.

Unit: III

Retail Pricing and Financial Control:

Developing Pricing strategies, Measuring Merchandise Performance.

Retail Space Management:

Space planning and performance.

HR in Retailing:

Human resource issues in retailing and employee productivity.

Unit: IV

Retail Operations:

Store administration, Inventory management, Managing displays and visual merchandising, Managing promotions, events, alliances and partnerships, Managing customer service.

Information Technology and Retail:

MIS, electronic Retailing.

CRM in Retail:

Customer Relationship Management and related concepts pertaining to Retail Management.

Books Recommended:

1. Retail Marketing Management, Pearson: David Gilbert
2. Retailing: Environment & Operations, Thomson: Andrew Newman & Peter Cullen
3. Managing Retailing, Oxford Higher Education: Piyush K Sinha&Dwarika P. Uniyal
4. Retailing Management (India Edition), TMH : Michael Levy, Barton A. Weitz& Ajay Pandit
5. Retail marketing-Theory & Practice, Prentice Hall: David Cook & David Walters
6. Retail Marketing, Cengage (CMEA): Malcolm Sullivan & Dennis Adcock
7. International Retail Marketing-A Case study Approach, Elsevier: Bruce, Moore &Birtwistle,

Paper: 8

INTERNATIONAL MARKETING
Code: MGMK2316

Credits-4

Course Objectives:

- a) To provide an exposure to the area of Marketing in the International perspective
- b) To gain sound knowledge about international market ,marketing mix and practices

Course content:

Unit: I

Introduction: Scope and Challenges of International Marketing, Nature and different complexities of International Marketing, **International Marketing Environment:** Strategic Orientation, Global perspective Trade, India and World Trade Organisation, Culture and International Market: Cultural dynamics in assessing global markets; Culture, management style and Business system; The political environment; The International legal environment.

Unit: II

Approaching Global Market: Developing a global vision through marketing research, Emerging Markets, Multinational market regions and marketing groups, Segmentation, Targeting & Positioning, importing, exporting & sourcing, **International market entry Strategy:** Licensing, Investment & Strategic alliance, Implementing global Marketing strategies, Negotiating with international customers, Partners and regulators.

Unit: III

The global marketing mix: Products & brand decision, Pricing, Global marketing channels & Physical distribution, Communication, Advertising, Public relation, special form of marketing communication

Unit: IV

Emerging issues in International Market: Global competition and National competitive advantage, Retail and Global market, The Digital revolution and Global electronic market place

Books Recommended:

1. Czinkota: international marketing , cengage learning
2. Varshney and Bhattacharya: International Marketing management
3. Philip B. Cateora and John L. Graham: International Marketing.
4. Alexander C. Stanley : Handbook of International Marketing.
5. John Fayerweather: International Marketing
6. David Carson : International Marketing
7. Philip Kotler: Marketing Management
8. Rajagopal, International Marketing, Vikas publishing House

Paper: 9

SOCIAL MARKETING
Code: MGMK2310

Credit: 2

Course Objective:

This course is designed to provide students a general understanding to the discipline of social marketing. The course provides an acquaintance with basic concepts and techniques that social marketer would use to sketch a step-by-step process, so that any individual working for a cause in the area of public health and safety, environment, or

community involvement and so forth, can plan and execute more effective social marketing campaigns.

Course content:

Unit: I

Defining and understanding Social Marketing, Outlining the Strategic Marketing Planning Process, Phases in social Marketing, Characteristics of social Marketing.

Unit: II

Analysing the Social Marketing Environment, Determining Research Needs and resources; Establishing Audiences, Objectives and Goals; Selecting Target Markets; deepening Our Understanding of the target Audience and the Competition.

Unit: III

Developing Social Marketing Strategies; Product: Designing the Market Offering; Price: Managing Costs of Behaviour Change; Place: Making Access Convenient; Promotion: Creating Messages and Selecting Media Channels, Not for profit organisation in social marketing.

Unit: IV

Managing Social Marketing Programmes; Developing a Plan for Evaluation and Monitoring; Establishing Budgets and Finding Funding Sources; Completing an Implementation Plan and sustaining behaviour making Ethical Decisions.

Books Recommended:

1. Philip Kotler, Ned Roberto and Nancy Lee (2002) (2nd ed.), Social Marketing:
2. Improving the Quality of Life, Thousand Oaks, California: Sage Publications.
3. Gerard Hastings (2007), Social Marketing: why should the devil have all the best tunes? Oxford, UK: Elsevier.
4. Nedra Kline Weinreich (1999), Hands-On Social Marketing: a step-by-step guide, London, UK: Sage Publications.
5. Alan R. Andreasen (2006), Social Marketing in the 21st Century, London, UK: Sage Publications.
6. Jha.S.M., Social Marketing, Himalayan Publication

Paper: 10

DIGITAL MARKETING

Credit: 2

Code: MGMK2311

Course Objectives:

1. To understand various concepts and importance of digital marketing
2. To visualize various application in diverse areas of sales & marketing.

Course Content:

Unit: I

Marketing in digital Era: Scope and Context of digital marketing, emerging trends, Role of digital marketing in B2B, B2C marketing, **Digital consumer:** Online

consumer definition & types, Consumer online usage and behavior, Patterns in digital consumption, The Online Marketing Mix, Customer Relationship Management in a Web world

Unit: II

Business Drivers in the Virtual World: Social Media, Online Branding, advertising, PR, Traffic Building, Web Business Models, E-commerce, **Digital Strategy & Planning:** Key elements in digital planning, planning process (acquisition, development & retention), Key digital channel selection

Unit: III

Online Tools for Marketing: Engagement Marketing through Content Management, Online Campaign Management, Consumer Segmentation, Targeting, and Positioning using Online Tools, Market Influence Analytics in a Digital Ecosystem

Unit: IV

The Contemporary Digital Revolution: Online Communities and Co-creation, The World of Face book, The Future of Marketing—Gamification and Apps, Mobile Marketing, Email Marketing , Search Engine Optimization, Blogs, forums and discussion boards, Viral Marketing, Affiliate Marketing

Books Recommended:

1. A Complete Guide To Search Engine Optimization – Deepak Bansal
2. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
3. Ahuja, Vandana, Digital Marketing, Oxford University Press

Paper: 11

GIS FOR MARKETING
Code: MGMK2317

Credit: 2

Course Objective:

- To familiarize students with GIS technology and its application in recent business scenario
- To develop skill sets to cater to the Indian and Global market.

Course Content



- Unit-I** Course Overview, Introduction to ArcGIS & ESRI Community
Tapestry Data
- Unit-II** Planning a Merchandising Strategy, Prospect Profiling
- Unit-III** Managing Sales Territories, Developing a Targeted Promotional
Campaign
- Unit-IV** Developing an Integrated Marketing Communication Program,
Retail Site Selection, Course Summary

Recommended Books:

1. Miller, F. L. 2007. GIS Tutorial for Marketing. ESRI Press.
2. ESRI ArcGIS online documents.

ELECTIVES FROM FINANCE AREA

Paper: 1

ADVANCE MANAGERIAL ACCOUNTING

Credits: 4

Code: MGFM2310

Course Objective:

To project the company's financial statements over both the short and long term by applying techniques in prospective analysis and estimate the company's economic value using the residual income model which synthesize the results of the various analyses above and come up with credit and investment recommendations.

Course Contents:

Unit: I

Methods and Techniques of Costing, Advanced Cost Sheet, Overheads, Activity Based Costing (ABC), Contract Costing and Process Costing (Joint and By-product)

Unit: II

Profit Planning, Budgeting and Budgetary Control, Responsibility Accounting, Zero-Base Budgeting, Standard Costing and Variance analysis

Unit: III

Overview of Financial Statements (Organization, Usefulness, Volume of Information, Complexity, Quality of Financial Reporting), Types and Components of Business Analysis: The Financial Statements- The Balance Sheet (Financial Condition, Assets, Liabilities, Stockholders' Equity) - The Income Statement and the Statement of Retained Earnings (The Income Statement, the Statement of Retained Earnings, Statement of Shareholders' Equity, Earnings Quality, Inflation, Financial Ratio Analysis Tools

Unit: IV

Financial Statement Analysis Proper: Comparative Financial Statement Analysis, Common Size Financial Statement Analysis, Cash Flow Analysis, Credit Analysis (Liquidity & Solvency), ROI & Profitability Analysis, Prospective Analysis, Equity Valuation

Books Recommended:

1. Cost Accounting. Ravi M. Kishore, Taxxman
2. Financial Statement Analysis 12th Edition, Charles H. Gibson, Cengage Learning
Financial Statement Analysis: A Practitioner's Guide, Martin S. Fridson, Fernando Alvarez (Wiley Finance)
3. How to Analyze Financial Statements 1st Edition (Paperback) by N Ramachandran, Ram Kumar Kakani, TataMacgraw Hill
4. Financial Analysis And Modeling Using Excel And VBA (With - CD) 2nd Edition (Paperback) by [ChandanSengupta](#), Wiley India Pvt Ltd
5. Parsuraman-Financial Management: A Step by Step Approach (Cengage Learning)

Course Objective:

The purpose of this course is to provide the basic knowledge on derivative products such as forward, future, option & swap and to make the students aware about the on line trading on futures and options.

Course contents:

Unit: I

Introduction, Types of Financial Derivatives, Forward Contracts, Features of Forward Contracts, Notions used in Forward Contracts, Forward Pricing: Meaning and Features, Difference between Futures and Forwards, Trading Mechanism, Requirement of Margins, Mark to Market, Settlement of Accounts. Types of Futures, Stock Futures, Stock Index Futures, Arbitrage with Stock Futures

Unit: II

Option Contracts: Meaning and Features, Types of Options, Option Terminology, Option Pay-offs, Payoff of Long and Short Put, Payoff of Long and Short Call, Covered Call Writing, Protective Put Strategy, Straddle, Strangle, Bull Spreads, Bear Spreads, Butterfly Spread, Box Spread

Unit: III

Principles of Option Pricing: Put-call Parity, Binomial Model for Pricing Options, Black-Scholes Model, Volatility and Implied Volatility from Black-Scholes Model, Options Greek and Basic Delta Hedging

Unit: IV

Swaps: Introduction, Concept, Nature, Evolution and Features, Types of Swaps: Plain vanilla swaps, Interest rate swaps, Currency swaps, Delta-Gamma Hedging, Hedging Policy, Cash Flow Hedges and Value Hedges, Overview of Commodity Derivatives

Case Study: Compulsory, Relevant Cases have to be discussed.

Books Recommended:

1. Derivative-Valuation and Risk Management: David A. Dufresne & Thomas W. Miller JR. RCM Study Materials.
2. BSE website, NSE website, sites on Chicago Option trading.
3. Financial Engineering: John F. Marshall & Bipul K. Bansal. PHI
4. Option, Futures and other Derivatives: John C Hull. PHI
5. Introduction to futures and options markets: John C. Hull. PHI
6. Financial Derivatives: Theory, Concepts and Problems, Gupta, PHI
7. Derivatives and Risk Management, Verma, J.R., TMH

Paper: 3 FINANCIAL INSTITUTIONS, MARKETS & SERVICES (FIMS)
Credits :4

Code: MGF2305

Course Objective:

- a) To offer a comprehensive exploration of the revolutionary developments occurring in the Financial markets and institutions i.e., innovation, globalization and deregulation -with a focus on the real practices of financial institutions, investors, and financial instruments.
- b) Extensive coverage of different products and services operates in Indian Industrial Market.
- c) To provide a scope to analyze the Indian financial system in a broader prospective.

Course Contents:

Unit: I:

Indian Financial System

Introduction to Indian Financial System, Functions of the Financial System, Structure of Indian Financial System, Components of Financial System, Financial Instruments, Financial Intermediaries, Indian Financial Market

Unit: II:

Money Market

Introduction to Money Market, Features of Money Market , Objectives, Importance, Call Money Market, Commercial Bills Market, Treasury Bills, Commercial Papers, Certificates of Deposit, Intermediaries in Money Market

Unit: III

Capital Market

Introduction to Capital Market: New Issue Market, Methods of Floating New Issues, Players in the New Issue Market, Stock Exchange: Constitution, Control and Functions, Listing of Securities, Trading Mechanism

Unit: IV:

Financial Services

Meaning, Nature, Classification, Scope, Some Special Fund and Non-fund Based Financial Services, Mutual Funds: Concepts, Types, Characteristics and Present Status of Mutual Fund Industry in India, Leasing and Hire Purchase Operations , Steps in Leasing Transactions, Types of Leases, Hire Purchase and Leasing, Legal Framework, Credit Rating: Functions, Origin, Benefits, Agencies and Regulation

Books Recommended

1. Madura-Financial Institutions and Market (Cengage Learning)

2. Financial Services, M.Y.Khan
3. Indian Financial System, H.M. Machiraju
4. The Indian Financial System, M.Y. Khan
5. Financial Institutions and Markets, L.M.Bhole
6. Financial Markets and Institutions, Dr.S.Guruswamy
7. Financial Markets and Services, E.Gordon and K.Natarajan
8. Financial Markets and Institutions and Financial Services by Clifford Gomez
9. Financial Services and Systems, K.Sasidharan and Alex K Mathews

Paper: 4

COMMERCIAL BANKING AND ALM

Credits :4

Code: MGFM2306

Course Objective:

- a) To give a comprehensive overview of commercial banking and to understand the functioning of a Bank.
- b) To provide a thorough treatment of the emerging trends in Indian Banking especially Banking sector reforms, Basel-II, ALM .

Course Content:

Unit: I

An Overview of the Banking Industry and Regulations; Functions and Forms of Banking, Indian Banking System and Reserve Bank of India, the Bank Regulatory Environment, Evaluating Bank Performance

Unit: II

An Overview of Asset/Liability Management (ALM), Techniques of Asset/Liability Management: Futures, Options, and Swaps. Investment, Lending, and Liquidity Management; Bank Valuation

Unit: III

Investment Management, Credit Evaluation Process, Commercial, Real Estate, and Industrial Lending Liquidity Management. Capital, Liability, and Off-Balance Sheet Management

Unit: IV

Capital Management, Liabilities Management, Off-Balance Sheet Activities. Domestic and International Financial Services; Indian Financial Institutions, Securities, Investment and Insurance Services

Books Recommended:

1. Banking Theory and Practice by K.C. Shekhar & Lekshmy Shekar :Vikas Publishing House (P) Ltd., 9th Edition 2007.
2. Management of Banking and Financial Services by Justin Paul & Padmalatha Suresh: published by Pearson Education – 2008
3. “Trend and Progress of Banking in India-2008” and other Reports / Periodicals/Journals published by Reserve Bank of India /Others

Paper: 5

INSURANCE AND RISK MANAGEMENT

Credits: 2

Code: MGFM2307

Course Objective:

- a) To capture the essence of insurance as a system of transfer of risk
- b) To understand the principle, distribution and regulation involved in the Indian insurance industry.

Course Content:

Unit: I

Introduction to Insurance Definitions, Basic Concepts, Evolution & Socio-economic Significance; An Overview of Insurance Market in India and current scenario.

Unit: II

Risk Management Concept of Risk, Sources and Types of Risk, Measurement and Control of Risk, Objectives of Risk Management, Risk Management Techniques.

Unit: III

Principles of Insurance Fundamental Principles of Insurance; Nature of Insurance Contract, Insurance and Wager; Reinsurance, Under-insurance. Life Insurance Business Classification of Life Policies, Components of Insurance Premium. General Insurance Business Fire Insurance, Motor Insurance, Health Insurance & Personal Accident Insurance.

Unit: IV

Insurance Regulation IRDA – Role and Functions, IRDA (Licensing of Insurance Agents) Regulations, IRDA (Licensing of Corporate Agents) Regulations. Insurance Intermediaries Distribution Channels – Tied agents, corporate agents, brokers, bancassurance, other alternate channels.

Books Recommended

1. Managing Life Insurance, Shashidharan K Kutty
2. Insurance principles and practice, M.N.Mishra
3. Insurance and Risk Management, Dr. P.K. Gupta
4. Principles of Insurance Management, Neelam C Gulati
5. Insurance Management – Text & cases by S C Sahoo & S C Das
6. Insurance for everyone by Kshitij Patukale

7. Principles of Risk Management and Insurance, George E. Rejda
8. Risk Management and Insurance, Trieschman, Hoyt, Sommer
9. Applications of Life Assurance, Insurance Institute of India, Mumbai

Paper: 6 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 4

Code: MGF2308

Course Objective:

At the end of the course the student should have developed an ability to make a choice of Equity & Debt instruments in a given situation and Construct and Manage a Portfolio with a Long Term Investment Time Horizon with an end objective to maximize the Return on Investment vis-à-vis Risk of the Portfolio.

Course Content:

Unit: I

Meaning, characteristics and objectives of Investment, Investment Vrs. Speculation Vs. Gambling, Investment avenues, Primary and Secondary Market, Functions of stock exchanges, Listing of Securities, Trading System in stock exchanges. Risk and Return: Types of Risk, Measurement of Risk, Measurement of Return

Unit: II

Fundamental Analysis: Economic Analysis, Industry Analysis, Company Analysis, Valuation of Bonds. Technical Analysis, Efficient Market Hypothesis: Forms of Market Efficiency, Empirical Tests, EMH Vrs. Fundamental and Technical Analysis

Unit: III

Portfolio Analysis: Expected Return and Risk of a Portfolio, Diversification of risk, Two – security case, Three-security case Portfolio Selection: Selection of Markowitz's Optimal Portfolio, Limitation of Markowitz Model, Single Index Model

Unit-V

CAPM and APT

Portfolio revision and evaluation

Books Recommended:

1. Investments, Jones, Wiley
2. Security Analysis and Portfolio Management, Pandian, Vikash
3. Security Analysis and Portfolio Management, Kevin, PHI
4. Security Analysis and Portfolio Management, Fischer and Jordan, PHI

Paper: 7 CORPORATE RESTRUCTURING (CR)

Credits: 2

Code: MGF2312

Course Objective:

To make students learn how to analyse the mechanisms underlying the creation of value in mergers, acquisitions and corporate restructuring. They will also study some instances of corporate restructuring.

Course contents:

Unit: I

Corporate restructuring-Objectives of merger, Demerger, acquisition, types of merger, Horizontal merger. vertical merger, conglomerate, Spin off, split-up, LBO, MBO, reverse merger, defensive actions on takeover bids; Merger and Acquisition and Amalgamation as per AS-14, SEBI regulation on merger and acquisition, Takeover code; Role of Merchant Banks in Merger and Acquisition, Valuation models on Merger

Unit: II

Acquisition: DCF model, Errors and anomalies in DCF model of company valuation, Book Value, Adjusted Book Value, Three stage Growth Model; Swap Ratio, Valuation practices in India; Taxation Aspects in M&A: Treatment of goodwill, premium and Taxation Aspects 72A, Tax Benefit of Merger and Acquisition, Tax advantages of Demerger; Post Merger Analysis: Success and failure of Merger and Acquisition.

Unit: III

Corporate valuation: Concept and principles, Techniques and structuring swap ratio, Valuing the intangibles like brands, goodwill, human resources, customer relationship, etc., Valuing synergy and pricing acquisitions, Corporate valuation for disinvestments and privatisations, Valuation of private company and family business

Unit: IV

Financial Engineering: An Overview, The Conceptual Tools of the Financial Engineer, The Physical Tools of the Financial Engineer, Futures and Forwards, Swaps, Single Period options, Multi Period Options, Compound Options
Case Study: Compulsory, Relevant Cases have to be discussed.

Books Recommended:

1. Mergers , Acquisitions and Business valuation-RavindharVedapalli-Excel Books
2. Takeovers, Restructuring and Corporate Governance - Fred Weston, Mark L Mitchell, J Harold Mulherin - Pearson
3. Creating Value from M & As, Sudarshan, Pearson
4. Corporate Restructuring, Das et al, HPH
5. Mergers, Acquisitions and Takeovers, Machiraju, New Age
6. Mergers, Acquisitions and Restructuring, Godbole P.G., Vikash

Paper: 8 **FINANCIAL PLANNING & WEALTH MANAGEMENT (FPWM)**

Credits :4

Code: MGF2313

Course Objective:

To familiarize the students with various theories and practices of financial planning and wealth management.

Course contents:

Unit: I

Assessment of macroeconomic fundamentals of Indian economy, Financial Planning Process; Planning for investment,

Unit: II

Investing in Fixed Income Securities, Retirement Planning, Estate Planning;

Unit: III

Wealth management prognosis, Saving investment trends, Managing Risk in Wealth Management, Business Etiquette; Introduction to marketing of financial services, Marketing of mutual fund and portfolio management services

Case Study: Compulsory, Relevant Cases have to be discussed.

Books Recommended:

1. Wealth Management-S K Bagchi
2. Wealth Management-sureshGoel
2. Wealth Management-Dun Bradstreet-Tata MC GRAW HILL
3. Financial planning by Uma Dutta-Mohit Publication.

Paper: 9

CURRENT ASSETS MANAGEMENT

Credits: 2

Code: MGF2314

Course Objective:

The purpose of this course is to acquaint the students with the techniques of managing corporate finance, the current assets and its components.

Course contents:

Unit-I

Concept of working capital, Significance of working capital, Determinants of working capital, Operating cycle, Estimation of working capital, Risk-return trade-off of working capital, Working capital policies: Current asset policy and financing policy, Working capital financing,

Unit-II

Inventory management: meaning, Tools and technique of inventory management, EOQ, Various levels of inventory, inventory control (ABC and VED analysis);

Unit-III

Receivables management: credit policy variables, evaluation of alternative receivable policy, collection policy, cost of receivables, Cash management: Meaning, Objectives/Motives of holding cash, Determinants of cash needs and method for determining cash needs (Baumol Model and Miller-Orr Model).

Case Study: Compulsory, Relevant Cases have to be discussed.

Books Recommended:

1. I M Pandey-Financial Management-Vikash
2. Prasanna Chandra- Financial Management-TMH
3. Khan and Jain-Financial Management-TMH
4. Sudhindra Bhatt- Financial Management-Excel

ELECTIVES FROM OPERATIONS MANAGEMENT AREA

Paper: 1 **SERVICE OPERATIONS MANAGEMENT (SOM)** Credits : 2
Code: MGOM2303

Course Objective:

Service Operations management is set within the wider business context, recognising the impact of other management functions and covering wider issues, such as organisational culture and design, people issues, and customer relationships. It includes issues service management issues on different types of organizations, such as: the Internet, public and voluntary sectors, mass transport services, professional services, retailers, internet services, tourism and hospitality.

Course Content:

Unit: I:

The Role of Services in an Economy , The Nature of Services, Service Strategy, New Service Development, Technology in Services,

Unit: II

Service Quality, The Service Encounter, The Supporting Facility, Service Facility Location, Managing Service Projects,

Unit: III

Forecasting Demand for Services, Managing Capacity and Demand, Managing Waiting Lines, Capacity Planning and Queuing Models,

Unit: IV

Managing Service Supply Relationships, Managing Facilitating Goods, Growth and Globalization of Services.

Books Recommended:

1. Service Operations Management By Robert Johnston, Graham Clark by Pearson
2. Service operations management; Author [Roger W. Schmenner](#) Publisher Prentice Hall,
3. Service Operations Management by [Neville D. Harris](#) by Thomson

Paper: 2 **LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LSCM)**
Code: MGOM2302 Credit : 2

Course Objective:

This course is aimed at creating awareness on the desirability of supply chain management (SCM) concepts for the Indian Industry. The focus will be on integrated supply chain management systems. The integration of the physical (material flow) and virtual (information flow) value chain across multiple organizations will be highlighted. The emphasis will be on cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology. The participants

will get a chance to rethink the way the organization integrates suppliers, production and distribution in the globally competitive economy.

Course Content:

Unit: I

Overview of supply chain management, objectives of a supply chain and the decision phases in a supply chain, the process views of a supply chain, nature and scope of supply chain management, model of supply chain management, Logistics, warehousing and Expediting, Logistics and SCM Relationship, Importance of Logistics/supply chain management.

Drivers of supply chain performance, A framework for structuring drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to achieving fit.

Unit: II

Logistics/supply chain network design and its importance, steps involved in logistics/supply chain network design process, factors influencing network design decisions, “design of channel of distribution” and the considerations of channel design.

Strategic Decisions in Supply Chain, Linking to corporate strategies, Role of Third party and integrated- logistics service providers.

Role of sourcing in supply chain

Importance of sourcing in a supply chain, sourcing grid matrix and guidelines, purchasing procedures and commonly deployed practices, strategic sourcing.

Unit: III

Demand management and customer service, performance measures for customer service, demand management process and the problems in demand management, basic approach to demand forecasting and the forecasting methods or techniques, how to establish a customer service strategy. “Bull-whip effect” in a supply chain, managerial levers to achieve coordination within a supply chain.

Role of transportation in a supply chain, characteristics of transportation modes and carrier selection, transportation infrastructure available in the country, concepts of transportation economy and pricing, various transportation strategies employed by transportation managers.

Role of Information Technology in a supply chain, customer relationship management (CRM) approach and the supplier relationship management (SRM) approach, various logistics/supply chain information technologies used.

Unit: IV

Organisation and control in supply chain Need for logistics/supply chain organisational structure and its importance, various types of organisational structures in integrated logistics which have been evolved over time, organisational design.

Dimensions of performance measures, measurement criteria used in supply chain management, major categories of performance metrics, performance measures for supply chain management, various types of performance measures, SCOR model and balanced score card method, Confidence limit.

Global SCM and future of SCM Cost drivers and impact on global supply chain

configuration, challenges in establishing a global supply chain, changing perspectives of logistics infrastructure.

Books Recommended:

1. Supply Chain Management – N Chandrasekharan(Text)
2. Supply Chain Management - Chopra • Meindl (Text)
3. Supply Chain Management - K Shridhar Bhatt
4. Supply Chain Management for competitive Advantages –Rangaraj

Paper: 3

TOTAL QUALITY MANAGEMENT (TQM)

Credits :2

Code: MGOM2311

Course Objective:

Total Quality Management has ushered in a new philosophy into management thinking for successful running of organizations. It emphasizes organizations focus towards the customer and towards meeting their needs and aspirations. It focuses on bringing about continuous improvement in all its activities through involvement and empowerment of its employees, to understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management, to understand the statistical approach for quality control, to create an awareness about the ISO and QS certification process and its need for the industries.

Course Content:

Unit: I

Quality Concepts , Quality Gurus, The Philosophy of Total Quality Management , Leadership and Strategic Planning , TQM Kitemarks Statistical Concepts in Quality Management,

Unit: II

Quality Improvement Tools , Kaizen—Continuous Improvement , Breakthrough , Improvement, Benchmarking , Total Productive Maintenance , Customer-driven Quality ,

Unit: III

TQM in Services , Quality Management System , Quality Audit Design for six sigma. Major processes used in design for six sigma in technology and product development,

Unit: IV

Use of critical parameter management in design for six sigma in technology and product development.

Books Recommended:

1. Total Quality Management, 2/e by Poornima M Charantimath
2. Total Quality Management, 2/e by Tapan Bose
3. Design for Six Sigma in Technology and Product Development by Clyde M. Creveling, Jeffrey Lee.
4. Slots, David Antis

Paper: 4

TECHNOLOGY MANAGENT

Credit: 2

Code: MGOM2312

Course Objectives:

This is an introductory course on management of technology. Thus, most of the important issues and aspects of management of technology will be touched. At the end of the course, students are expected to understand why technology is important, and how technology needs to be managed at organization/business level, sector/industry level and national level for competitive advantage of an organization and human development.

Course Contents:

Unit: I

Introduction: Significance of Technological Management, Technology Systems Structure: Elements of the Technology Systems Structure and their Dynamic Interactions, Technology Components: Definitions and Characteristics of Technology, Application of Technology Components.

Unit: II

Appropriate Technology: Appropriate Technology, Examples of Appropriate Technology, Assessment and Selection of Appropriate Technology, Institutions for Technology Management: Developing Appropriate Institutional Mechanism, Technological Capabilities and their Assessment: Application of Technological Capabilities and their Assessment.

Unit: III

Technology Transfer: Application of Technology Transfer, Technology Development: Innovation Model, Financing Technology: Financing Technology, Appropriate Technology: Assessment and Selection of Appropriate Technology.

Books Recommended:

Since there is no standard textbook on the subject encompassing all the areas we like to cover, students are advised to follow the recommended readings. Students are further advised to refer various books, journals, newspaper and practical applications to keep a track of the advances in the area of technology management.

Paper: 5 **PURCHASING AND MATERIALS MANAGEMENT** **Credits : 4**

Code: MGOM2305

Course Objective:

The course facilitate learner to have exposure on concept and objectives of purchasing decision viz; classification, codification, specifications and standardization of materials, aid in effective purchasing in view of their economic importance. It gives a better understanding of topics such as negotiating skills, break-even analysis, and make-or-buy decision.

Course Content:

Unit: I

Materials: The Profit Center , Organization of Materials Function , Materials Planning , Standardization and Materials Management ,

Unit: II

Value Analysis and Materials Management , Role of Learning Curve in Materials Management , Financial Aspects in Materials Management , Inventory Management and EOM

Unit: III

P & O Systems of Inventory , Stock Valuation and Verification , Disposal of Obsolete and Scrap Items, Ordering Systems , Purchasing Cycle , Right Price , Right Time of Buying , Right Method of Materials Handling , Right Mode of Transport , Right Quality , Right Source , Right Buyer-Seller Relations

Unit: IV

Vendor Rating , Negotiations , Legal Aspects of Buying , Contract Management.

Books Recommended:

1. **Introduction to Materials Management, 7/E J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, by Pearson**
2. Purchasing and Materials Management by Gopalakrishnan by TMH
3. Purchasing and Materials Management by K C Jain

Paper: 6

ENVIRONMENT & INDUSTRIAL SAFETY

Credits :4

Code: MGOM2306

Course Objective:

The course interprets and simplifies the current thinking of the world's leading safety management experts. The course is meant for safety professionals, line managers, trainers, HR professionals and heads of industrial establishments. From identification of common potential hazards, associated with entry into a confined space, falls and slips, electrocution, uncontrolled release of hazardous energies, material handling, disposal of waste materials, working with tractors, forklifts, gas cylinders and corrosive substances- the book is a repository of experiences, hazards and lapses.

Course Content:

Unit: I

Occupational Safety, Health and Environment Management Bureau of Indian standards on safety and health 14489 - 1998 and 15001 – 2000, OSHA, Process Safety Management (PSM) as per OSHA, PSM principles, OHSAS – 18001, EPA Standards, Performance measurements to determine effectiveness of PSM. Importance of Industrial safety, role of safety department, Safety committee and Function Industrial Hazards

Unit: II

Radiation: Types and effects of radiation on human body, Measurement and detection of radiation intensity. Effects of radiation on human body, Measurement – disposal of radioactive waste, Control of radiation Noise and Vibration: Sources, and its control, Effects of noise on the auditory system and health, Measurement of noise ,Different air pollutants in industries, Effect of different gases and particulate matter ,acid fumes ,smoke, fog on human health, Vibration: effect s, measurement and control measures Fire and other Hazards: General causes and classification of fire, Detection of fire, extinguishing methods, fire fighting installations with and without water. .Industrial Lighting & Illumination: Purpose of lighting. Benefits of good illumination. Phenomenon of lighting and safety. Lighting and the work. Sources and types of artificial lighting. Principles of good illumination. Recommended optimum standards of illumination. Design of lighting installation. Maintenance. Standards relating to lighting and color

Unit: III

Electrical Hazards and Hazards in Construction Industry) Safe limits of amperages, voltages, distance from lines, etc., Joints and connections, Overload and Short circuit protection, Earthing standards and earth fault protection , Protection against voltage fluctuations, Effects of shock on human body Hazards from Borrowed neutrals, Electrical equipment in hazardous atmosphere, Criteria in their selection, installation, maintenance and use, Control of hazards due to static electricity, Introduction of Construction industry, Scaffolding and Working plat form, Welding and Cutting, Excavation Work, Concreting and Cementing work, Transportation of men and material, Handling and Storage of compressed gas. Construction Industry hazard: Working at Heights: Incidence of accidents. Safety features associated with design, construction and use of stairways, ramps, working platforms, gangway, ladders of different types, scaffolds of different types including Boatswain's chair and safety harness working on roofs. Other safety requirements while working at heights. Working in Confined Spaces, Working underground.

Unit: IV

Personal Protective Equipments (PPE) Working at Heights: Incidence of accidents. Safety features associated with design, construction and use of stairways, ramps, working platforms, gangway, ladders of different types, scaffolds of different types including Boatswain's chair and safety harness working on roofs. Other safety requirements while working at heights. Working in Confined Spaces, Working underground. Need for personal protection equipment, selection, applicable standards, and supply, use, care & maintenance respiratory and non-respiratory personal protective equipment. Respiratory personal Protective devices: Classification of hazards. Classification of respiratory personal protective devices. Selection of respiratory personal protective devices. Non-respiratory personal protective devices: Head protection, Ear protection. Face and Eye protection. Hand protection, Foot protection, body protection. Instructions and training in the use, Maintenance and care of self-contained breathing apparatus. Training in the use of breathing apparatus

Books Recommended:

1. Industrial Safety Management by L M Deshmukh TMH
2. R. K. Jain and Sunil S. Rao , Industrial Safety , Health and Environment Management Systems, Khanna publishers, New Delhi (2006)

3. Frank P Lees - Loss of prevention in Process Industries, Vol. 1 and 2, Butterworth-
4. Heinemann Ltd., London (1991).
5. Industrial Safety - National Safety Council of India.

Paper: 7

BUSINESS PROCESS REENGINEERING AND SIMULATIONS

Code: MGOM2307

Credits :4

Course Objective:

To Understand what and how business processes can be radically improved, dramatically reducing process cycle time and cost, improving the quality of the process products or outcomes. To Emphasize challenges and opportunities for BPE/BPR across the process life cycle using *Electronic Commerce* (read Chapter 2) and *Intranet and Extranet technologies* To Understand and apply knowledge-based concepts, techniques, and tools for BPE/BPR centered on Electronic Commerce and network information system applications.

Course Content:

Unit: I

Introduction to BPR Re-Engineering and Its Relationship with Functional Areas of Business, History of Re-Engineering, Suggested Re-Engineering Framework, Deterministic Machines, Complex Dynamic System, Interacting Feedback Loops and Social Constructs Perspectives of BPR.

Unit: II

Managing Process Flows Business Process and Flows – Through Put Rate, Work-in-Process, Cycle Time, Little’s Law, Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis, Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit: III

Implementation Process Redesign of Business Processes – Systematic or Clean Sheet, Main and Supporting Processes, Rationale of BPR, Key Enablers of BPR, Technology or BPR, Critical Success Factors, Cross Functional Teams, Mentoring, Facilitating, Models and Methodologies of BPR, Tools and Techniques of BPR.

Unit: IV

Making Effective BPR Virtual Ingredient – People, Top Management’s Involvement, Involvement of Consultants, Empowerment and Autonomy, The IT ‘Black Hole’, Using Process Simulation to Minimize the Risk – Business Process Map and Simulation Model, Parameter Analysis, Simulation and Key Performance Indicators.

Books Recommended:

1. Laguna “Business Process Modeling, Simulation and Design”, 2005, Pearson.
2. Chan MengKhoong, “Re-engineering in action”, 1st Edition, 2009, Cambridge.
3. Charles Poirier “Business Process Management Applied”, 2005, Cengage.
4. Martyn A. Ould “Business Process Management”, 2010,BCS Viva Books.
5. Tony Carter, “The Aftermath of Re-engineering”, 2007, Viva Books.

6. Dey “Business Process Re-engineering”, 2006, Wiley.
7. K. SridharaBhat, “Business Process Re-engineering”, 2007, HPH.
8. Saxena K.B.C., “Business Process Outsourcing”, 2007, Excel.
9. MahadeoJaiswal, “Enterprise Resource Planning”, 2005, McMillan.
10. M.S. Jayaraman, “Business Process Re-engineering”, 1994, TMH.
11. Varun Grover, M. Lynne Markus, “Business Process Transformation”, 2010, PHI.

Paper: 8 ENTERPRISE RESOURCE PLANNING (ERP) Credits :4
Code: MGOM2308

Course Objective:

To familiarize participants with conceptual model of ERP and its evolution over a period of time; to be exposed to various world-class practices and their practical implications, and provide generalized understanding of the core logic of ERP culture; To understand the current ERP market scenario and strategies played by ERP vendors globally, especially in the Indian context.

Course Content:

Unit: I

Introduction to ERP; ERP Concept, Conceptual Model of ERP, The Evolution of ERP, The Cost of ERP The Best Practices in ERP; The Concept of Best Practice, Style of Manufacturing, Supply Chain Management, Resource Management. Demand Management, Organization Structure and elements, Risks / Benefits of ERP. Business Engineering and ERP along with Business-Modelling for ERP; Business Engineering, Significance of Business Engineering,

Unit: II

Principles of Business Engineering, BPR, ERP and IT, Business Engineering with Information Technology, ERP and Management Concerns, Building the Business Model.ERP Vendor Analysis; Introduction about ERP vendors, Industry Solutions with ERP Products like SAP, Oracle, PeopleSoft, Baan, J.D.Edwards. Functional Units in ERP; Manufacturing, Distribution and Financial Requirements, Item Control Unit in ERP, BoM Unit of ERP, Financial Accounting Unit in ERP, Materials Requirement Planning (MRP) Unit in ERP, Purchase Control Unit in ERP.

Unit: III

ERP Implementation; An overview, Role of Consultants, Vendors and users, Customization & Precautions, ERP: Post-implementation Options, ERP Implementation Methodology, Guidelines for ERP Implementation. ERP and the Competitive Advantage; An Overview, ERP and the Competitive Strategy, Problems.

Unit: IV

Marketing of ERP; An overview, Market Dynamics and Competitive strategy, Current Market Scenario, The Indian Scenario. ERP and E-Commerce; Definition of E-Commerce, Evolution of E-Commerce, Growth factors of E-Commerce, Integration of E-Commerce with ERP, ERP, Internet and WWW, ERP to ERP II – Bringing ERP to the Entire Enterprise. Comparative study of Essar Steel with Jindal Steel with respect to their ERP Models.

Books Recommended:

1. Rahul V Altekar, P. (2008). Enterprise Resource Planning, Theory and Practice. Prentice Hall of India
2. Vinod Kumar Garg, N K Venkitakrishnan. (2003). Enterprise Resource Planning, Concepts and Practice. Second Edition, PHI.
3. Ashim Raj Singla. Enterprise Resource Planning. Cengage Learning
4. Alexis Leon. (2008). ERP Demystified. New Delhi: Tata-McGraw-Hill
5. Jagan Nathan Vaman. ERP in Practice: ERP strategies for steering organizational competence and competitive advantage. New Delhi: Tata-McGraw-Hill
6. SAP SD Black Book by Wiley Publications
7. Simha R Magal, Jeffrey Word (2009). Essentials of Business Processes and Information Systems. Wiley Publications
8. Wiley Publications

Paper: 9

PRODUCTION PLANNING AND INVENTORY CONTROL

Code: MGOM2309

Credits: 4

Course Objective:

This course offers an up-to-date look at production systems, the dynamic backbone of modern manufacturing and service. Based upon their experience as teachers, engineers in industry, and consultants, the authors provide a problem-driven approach to planning, controlling, and integrating production in a changing global environment. It include the evolution of production systems, problem solving, forecasting, aggregate planning, inventory, materials requirements, planning, scheduling, project management, and integrated production planning and control.

Course Content:

Unit: I

Overview of Planning and Control

Manufacturing versus Service Operations. Customer Influence in Design. Process Categories. Order Winners and Order Qualifiers. Business Environment Issues. Process Analysis and Information Flows. General Information Flows. Book Structure.

Forecasting Fundamentals Fundamental Principles of Forecasting. Major Categories of Forecasts. Forecast Errors.

Unit: II

Sales and Operations Planning

Purpose of Sales and Operations Planning. General Design of Sales and Operations Planning. Approaches to Sales and Operations Planning. Strategies for S & OP. Discussion: A Simple Example. Qualitative Issues. Some Business Environment Issues.

The Master Schedule

Background and Links to the SOP. Master Schedule Horizon. Time Fences. Sources of Demand. Basic Methodology. Impact of Product Environment. Available-to-Promise Logic. Planning Options in and ATO Environment. The Two-Level Master

Schedule. Some Notes on the Master Scheduling Responsibility. Demand Management Overview. Elements of Demand Management.

Unit III: Inventory Management

Basic Concepts of Inventory. Categories of Inventory. The Basic Inventory Lot Sizing Model-Economic Order Quantity (EOQ). Basic Independent Demand Inventory Reorder Models. Inventory Control.

Material Requirements Planning

Background and Fundamental Concepts. Bills of Material. The MRP "Explosion". Other MRP Issues. Potential MRP Challenges. Enterprise Resource Planning (ERP). Business Environmental Issues.

Capacity Management

Capacity Definitions. Rough-cut Capacity Planning. Capacity Requirements Planning (CRP). Input/Output Control. Capacity Measures. General Approach the Capacity Management.

Unit: IV

Production Activity Control

General PAC Information and Data. Prioritizing Work. Scheduling. Loading. Corrective Actions.

Lean Production and JIT

Fundamental Concepts. Some Impacts on Capacity. The Pull System. Kanban. Using the Kanban System for Process Improvement. Master Scheduling and Lean Production. Are MRP and JIT Compatible?

Theory of Constraints and Drum-Buffer-Rope

Fundamental Principles of the Theory of Constraints. Understanding and Managing the Constraint. Improving the Process using TOC Principles. Impacts on Operations Strategy. General Types of Constraint Causes. Logistics and Theory of Constraints. Scheduling and the Theory of Constraints. Multiple Time Buffers. Control Points and Batches. Major Steps in Using Drum-Buffer-Rope.

Books Recommended:

1. **Fundamentals of Production Planning and Control** by **Stephen N. Chapman**, *North Carolina State University, Chapel Hill* by Pearson
2. **MANUFACTURING PLANNING AND CONTROL FOR SUPPLY CHAIN MANAGEMENT**
Thomas Vollmann, William Berry, D Whybark by TMH
3. **Production: Planning, Control and Integration** by Daniel Sipper TMH

ELECTIVES FROM HUMAN RESOURCE MANAGEMENT AREA

Paper: 1 **INDUSTRIAL RELATION AND LABOUR LAWS** Credit: 4

Code: MGHR2302

Course Objective:

- a) This course is designed to develop in the students an understanding of the concept of Industrial Relations and the Labour laws and their applications.
- b) The course objective is to expose the students to the industrial relations and labour laws with thrust on welfare, wages, industrial relations and social security laws.
- c) Further, an attempt will be made to expose the students in select laws relating to unorganized sector. Knowledge of law is highly essential as minimum compliance of Law will be expected from HR managers. It becomes imperative for handling unions and meeting the statutory compliances.
- d) The Course shall emphasize on the institutional framework for protection of labour rights (including collective bargaining, trade unions, and dispute settlement mechanisms), foundational concepts like industry, workmen and industrial dispute and the key substantive rights guaranteed to the organised sector workers in India.

Course Contents:

Unit: I

Industrial relations in historical context: development of IR system in India □ Labour-management relations: trade unionism, collective bargaining, employee grievances, employee discipline, industrial conflict, labour welfare and social security

Unit: II

Workers' participation in management □ India and international labour standards □ Judicial activism, alignment, labour policy and industrialization, strategies □ New paradigms of industrial relations.

Unit – III

Protective and employment legislation: factories act, payment of wages act, minimum wages act, payment of bonus act, gratuity act, maternity benefit act □ Regulatory legislation: trade union act (relevant clauses) □ Laws relating to strike, lockout, layoff, retrenchment and closure:

Unit: IV

Industrial disputes act (relevant sections and case laws), contract labour act, legal constraints on disciplinary actions: TUA and case laws. □ Social security legislation: workmen compensation act, ESI, EPF act and relevant cases.

Books Recommended:

1. Dynamics of Industrial Relations, MamoriaMamoria, Himalaya Publishing House.
2. Industrial Relations, Venkatratnam, Oxford Books.
3. Taxman's Labour Laws, New Delhi, Taxman Services Ltd, 2003
4. P.R.N.Sinha et al; Industrial Relations, TradeUnions, and Labour Legislation; Pearson Education; Delhi, 2006; chapters 15 to29.
5. P.K.Padhi; Labour and Industrial Laws; Prentice Hall of India Ltd, Delhi, 2007

Paper: 2 COMPENSATION AND REWARD MANAGEMENT (C&RM)

Code: MGHR2315

Credits : 2

Course Objective

1. The purpose of this course is to provide students a solid understanding of the art of compensation practice and its role in promoting companies' competitive advantages.
2. The focus of the course will be to examine the content of compensation practice, the criteria used to compensate employees, compensation system design issues, employee benefits, and contemporary challenges in compensation management that professionals will face well in the 21st century.

Course Content:

Unit: I

Introduction to Wages & Salary: Concept of salary, Concept of wages (Minimum wages, Need-based minimum wages, Fair wages and Living wages, monetary wages and Real wages) Components of wages and salary. Factors affecting wages and salary.

Unit: II

Theory of Wages and Wages Structure: Determining base salary and concepts of pay equities such as internal equity, external equity and individual equity. Job evaluation. Design of base pay.

Unit: III

Performance based pay system. Incentives, knowledge based pay, ESOP, Methods of Wage Fixation and Wage Policy in India: Wage boards. Pay commission. Adjudication. Wage fixation in public sectors.

Unit: IV

Employee Benefits and Services: Objectives, administration of employee benefits. Executive Remuneration: Approaches to executive remuneration.

Books Recommended

1. Compensation and Reward Management –B D Singh
2. Understanding Wage System -Sharma A.M -Himalaya Publication House
3. Employee Reward Management and Practice –Cogan Page
4. Compensation Management in a knowledge based world –Richard I. Handerson – Pearson
5. The Complete Guide to Executive Compensation –Bruce R. Ellig; Publisher-Tata Mc. Graw-Hill
6. Innovative Reward Systems for the Changing Workplace –Thomas B. Wilson; Publisher-Tata Mc. Graw-Hill

Paper: 3

PERFORMANCE MANAGEMENT (PM)

Credits :2

Code: MGHR2314

Course Objective:

- a) The objective of this course is to develop a generic understanding of the various human resource management systems and processes in place which coordinates and facilitates the strategic as well as day-to-day operations of the organization.
- b) The course aims to provide the students with a firm grasp of the building blocks of HRM and also looks to provide a strong platform to the students for undertaking HR policy formulation and implementation, irrespective of the fact whether the students work in the HR domain or in non-HR sectors.

Course Content:

Unit: I

Introduction to Performance management: Contrasting performance management with performance appraisals. Strategic performance management system (PMS). Concepts and theoretical understanding of managing performance.

Unit: II

Contemporary Methods of Performance Appraisal: Concepts of Self-appraisal. Contemporary Performance Evaluations such as Behavioural Anchored Rating Scales, 360 degree appraisal, MBO, Assessment Center, Score Cards. Issues in PAS - measurement and accuracy.

Unit: III

Performance Management: Aims and role of PM system, Characteristics of ideal PMS, Performance Analysis. Performance Management Process. Performance Counselling and Review Discussion. System implementation: Defining performance and choosing a measurement approach, Improving quality of performance ratings (Dealing with rating errors).
implementing a performance management system.

Unit: IV

Managing Team and Organisational Performance. Potential and Organisational Performance Appraisal. Developing Skills to appraise individuals and teams. Linking Individual and Organisational Performance.

Books Recommended

1. Performance Management –Herman Aguinis
2. Performance Management –Michael Armstrong
2. Performance Management –Robert. L. Cardy
3. Performance Management-Prem Chadha
4. Effective Performance Management-Costello, Sheila. J.
5. High Performance Organisations-HR Perspectives-Raju, P.V.L
6. Performance Management and Appraisal Systems-T.V.Rao

Course Objective:

1. The current economic climate as a result of globalization forcing many companies to see trans frontier operations as a logical, even unavoidable step in developing their own competitive potential.
2. Cross-border operations require not only students understand a sound strategy, but also the people and the organization that can implement it. In this context, the course is designed to help the students understand the consequences of the internationalization and human resource management and to make the students acquainted with internationalization process and complexity associated with unstructured, often paradoxical circumstances and events for organizations to operate effectively.

Course Content:

Unit: I

Introduction: principles and problems of internationalization, the trend, the theories/models of international trade, social consequences, the process for the personnel and organizational policies of international companies;

Unit: II

The strategic decision making process within multinationals: theories and models of organizational structure and HRM policy in multinational operations; Differences between countries in the area of personnel and organizational policy: theoretical models explaining national differences in human resource management; problems which a human resource manager might encounter in international organization:

Unit: III

Assembling international managers, preparation of expatriating managers for assignment abroad, International staff flow policy, international reward policy, gender perspective; multi-culturism and diversity management.

Unit: IV

Personnel policies to tackle the issues of industrial democracy and industrial relations in an international context.

Books Recommended:

1. Harzing A. & Ruysseveldt J.V. ,International Human Resource Management, Sage Publications Ltd., London, 1995.
2. Dowling, Welch, Schuler., International Human Resource Management: Managing People in the Multinational context -4th.Edition -2004 International Thomson Publishing

Paper: 5

KNOWLEDGE MANAGEMENT

Credit: 2

Code: MGHR2308

Course objective :

- The course will enable the students to understand the underlying perspective of knowledge management.

- The course will expose the students to understand the various theories related to creation and management of knowledge.
- The student will be exposed to the practices adopted by knowledge organizations.

Course Contents:

Unit: I

The dynamics of Learning, How Individuals learn, Behaviorism, Social learning Theory, Learning Through experience,

Unit: II

Learning organizations; Concepts and contours. Single and double loop learning, Learning organizations a capability based view.

Unit: III

A preview of knowledge management. Epistemological perspective of knowledge management, Distinctions between Explicit and Tacit Knowledge, Knowledge Management framework. Knowledge cycle, Socialisation, Externalisation, Combination and internalization(SECI) Model and Knowledge spiral.

Unit: IV

Developing a knowledge strategy, Knowledge workers, Technologies for Knowledge Management, The role of ICT, Managing knowledge: How organizations create competitive advantage.

Books Recommended:

1. Hislop (2009). 'knowledgeManagement in organization', oxford university press.
2. Argyris, C. & Scho'n, D. A. (1996) Organizational learning II (Reading, MA, Addison-Wesley).
3. Barnes (Edited) Knowledge management systems.(Thomsons learning)
4. Peter F. Drucker, David A. Garvin ;HarvardBuisness review on Knowledge Management.
5. Senge, P. (1990) The fifth discipline (New York, Doubleday).
6. Shukla,M; (1997) 'Competing Through Knowledge' Response.
7. Easterby-smith. M, Lyles A Marjorie ; The Blackwell handbook of organizational learning and Knowledge management. Blackwell Publishing.

Paper: 6

HUMAN RESOURCE PLANNING & SOURCING

Credit: 4

Code: MGHR2312

Course Objective:

- a) The students will be able to understand the techniques for analysing the requirements & the availability of employees at all times throughout the organization.
- b) To apply principles related to the demand & supply of labour.
- c) To identify the role & responsibility in employee development process.

Course Content:

Unit: I

Human Resource Planning: Concept, History of HRP and the emerging context. Activities required for HRP/Manpower Planning, Responsibilities of HR Department. Steps of HRP, Objectives of HRP, Approaches to HRP.

Unit: II

HRP Process: HRP process outline, Time-scale of HRP forecasts, Methods and Techniques for Demand Management, Methods and Techniques for Supply Management, Contemporary Trends in managing Demand and Supply

Unit: III

Recruitment and Selection: Objectives, factors affecting Recruitment (Internal & External), Recruitment Planning (Job Analysis, Sources and Methods), Yield-Ratio, Contemporary Tools of Recruitment.

Unit: IV

Selection process: Models, Selection Tools: Preliminary Screening, Selection Tests (Knowledge, Intelligence, Skill and Personality), Interview, Background and Reference, Reliability and Validity of Selection Tools, Errors of Selection

Books Recommended:

1. Human Resource planning—Dipak Kumar Bhattacharya; Excel Books.
2. Human Resource & Personnel Management Text & Case—Aswathapa; TMH
3. Strategic HRP—VivekParanjpee
4. Manpower planning—Gordon MC Beath.
5. Manpower planning—GarethStainer
6. Gerard V. McMahan, [Recruitment and Selection: How to Get it Right](#), Prentice-Hall India.
7. Anastasi & S. Urbina, Psychological Testing, Prentice-Hall India

Paper: 7

TRAINING AND DEVELOPMENT

Credit: 2

Code: MGHR2311

Course Objective :

1. The course will enable students to understand and appreciate the basic concepts and related terminology associated with training and development.

2. The course will enable a comprehensive understanding of training as a strategic stimulator of organization performance.
3. The course will enable the students to understand and explain the different stages of the training process and the challenges associated with it.
4. The course will enable students to design a training Unit and impart training in selected areas

Course Contents:

Unit: I

Training and development an overview.

Training objective and significance in organizations. Knowledge, skills and attitudes Acquiring Competencies via training route.

Unit: II

Training Need Assessment.

The rationale of conducting a TNA. When to conduct TNA. The process of conducting TNA. A three stage approach.

Unit: III

Training design.

The importance of setting objectives. Facilitation of Learning : Focus on Trainee. Facilitation of learning : Focus on Training design. Facilitation of Transfer : Focus on Training. Facilitation of Transfer : Focus on Organizational Intervention. Design outcomes. Design theories Gagne –Briggs Theory. **Training methodology** On the Job training Off the job Training Methodology. Supervisory Training Executive Development

Unit: IV

Training Evaluations and Validations. The four levels of Training evaluation and the measures.

Books Recommended:

1. Blanchard,P.Thacker,J.W. (2007)Effective training Systems, strategies and Practices (3rd Edition) PHI New Delhi.
2. Goldstein and Ford, (2007) Training in Organization(4th Edition) Cenage Learning, New Delhi.
3. Lynton, R. PareekhUdai (2005) Training and development Sage publications, New Delhi.
4. Mello,J.(2001) Strategic Human Resource Management, Cenage Learning ,New Delhi.
5. Agochiya,D (2007) Every Trainers Handbook, Sage, New Delhi.

Paper: 8

LEADERSHIP DEVELOPMENT

Credit - 2

Code: MGHR2313

Course Objective:

- a) To facilitate the students to develop them as business leaders.
- b) To gain an insight into leadership styles and behavior.

c) To learn the attributes to become successful team leaders.

Course Contents:

Unit: I

Leadership conceptual background; understanding leaders and leadership, need for leadership, leaders vs managers, leadership the changing paradigm. Prerequisites of organizational leader,

Unit: II

Theories of leadership, leadership styles, leadership skills, leadership traits, Concepts of Power & Authority, Managing Conflict, Ethics & Leadership

Unit: III

Skill of a team leader, building high performance teams, empowerment of followers, leadership development

Books Recommended:

Text Book: –

1. Leadership and Team Building by UdayHaldar, Oxford Publishing House.

Reference Books:

- 1 PeterNorthouse – Leadership Theory & Practice
- 2 John McManus – Leadership: Project and Human Capital Management
- 3 Roger Gill – Theory and Practice of Leadership
- 4 Hughes, Ginnett&Curphy – Leadership: Enhancing the Lessons of Experience

Paper: 9 **ORGANIZATION STRUCTURE & DESIGN (OSD) Credits :2**
Code: MGHR2310

Course Objective:

- a) This course aims to help the participants acquire a keener appreciation of organizations.
- b) The organization theorists invariably clarify to the new enthusiasts that organization theory is not a collection of facts and are not useful techniques. However this course helps us to appreciate organizations, more deeply and comprehensively than one otherwise would. This is largely based upon patterns and regularities in organization design and performance.

Course Contents:

Unit: I

Introduction, outline, overview: definition of organization, case analysis, Drucker's definition, organizations;

Unit: II

What and why: transaction cost economics approach towards an incipient science of organization; systems approach; new developments; case analysis: assignment;

Unit: III

Structure and design; dimensions; determinants; configurations; determinant macro variables; size, technology, environment, evolution, culture, strategy and power,

Unit: IV

Challenges to organizations and organizing ; new IT, inside and outside organizations, globalization; hyper competition, predatory financial system, reacting people and communities.

Books Recommended:

1. Organisation Theory by Stephen P. Robbins (PHI)

ELECTIVES FROM DEVELOPMENT MANAGEMENT AREA

Paper: 1 **RURAL IMMERSION PROGRAM** **Credit: 4**
Code: MGRM2305

Course Objective:

- a) To have an experiential learning of the realities of the life of poor communities in rural areas and urban slums
- b) To apply the management concepts and study the development organization
- c) To undertake development action

Course Contents:

Unit I:

Community Study Segment:

Understanding the concept of Community, Socio-economic Analysis of Village, Stakeholders Analysis, Community Based Organizations, Tools and Techniques of Community Mobilization, Process of Micro Planning, Tools and Techniques of Micro Planning, Participatory Rural Appraisal (PRA), Need Assessment, Design Village Development Plan and Community Action Plan

Unit :II

Organizational Understanding Segment (OUS):

Study of institutions in a village/slum and identify their strength and weaknesses

Unit: III

Community Action Segment (CAS):

To work in live projects assigned by the organizations

Paper: 2 **SUSTAINABLE LIVELIHOOD SYSTEM (SLS)** **Credit: 4**
Code: MGRM2306

Course Objective:

To understand the basic livelihood systems of the people in rural and urban areas in general and that of poor people in particular

Course Contents:

Unit: I

Livelihoods framework, Livelihood systems, Agro-climatic zones of India, Tools and techniques for mapping and understanding livelihoods in a given context

Unit: II

Production systems in agriculture, livestock, poultry, fishery, sericulture, fruit and vegetables, forestry and non-farm sector

Unit: III

Sub sector analysis

Unit: IV

Migration

Books Recommended:

1. R. Baumgarther and R Hogger, *In Search of Sustainable Livelihood Systems*, Sage Publications, New Delhi

Paper: 3

PUBLIC SYSTEM MANAGEMENT (PSM)

Credit: 4

Code: MGRM2307

Course Objective:

To familiarise students with concept, policies and issues of public system management.

Course Contents:

Unit: I

Meaning and definition of Public systems, Conceptual framework of Public system, Types of public systems

Unit: II

Functions, functionaries and finance of Health, Education, Social Welfare, Panchayat Raj, Rural Development, Urban development, Agriculture development and Infrastructure development departments/ministries

Unit: III

Functions, functionaries and finance of District Administration, DRDA and PRIs

Unit: IV

Government Schemes for Social Sector

Books Recommended:

1. Katar Singh, *Rural Development*, New Delhi, Sage Publication, New Delhi

Paper: 4

MICRO FINANCE MANAGEMENT (MFM)

Credit: 4

Code: MGRM2308

Course Objective:

To understand the principle and operation of micro finance industry.

Course Contents:

Unit: I

Basic principles, functions and types of banking, Types of customers and their accounts, deposit accounts, loans & advances, know your customers, development banks, electronic banking

Unit: II

Financial inclusion, Micro finance concept, financial products and services, micro finance delivery methodologies

Unit: III

Types of micro finance institutions, Legal and regulatory framework, Funding sources for MFIs, MUDRA Bank, Challenges of MFIs, Impact of micro finance on poverty alleviation

Unit: IV

Various micro insurance models, process of micro insurances, micro insurance products, issues and challenges in micro insurance.

Books Recommended:

1. Indian Institute of Banking & Finance, *Micro-finance Perspectives and Operations*, Macmillan India Ltd, New Delhi
2. K. G. Karmakar, *Microfinance in India*, SAGE Publications India, New Delhi
3. *Orientation Manual on Micro Insurance for Microfinance Institutions*, FWWB, Gujarat

Paper: 5**NATURAL RESOURCE MANAGEMENT****Credit: 4****Code: MGRM2309****Course Objective:**

To familiarize the students with the complexities of Natural Resource Management (NRM), the role of NRM in people's life support system and economic development and the tools and techniques used in NRM.

Course Contents:**Unit: I**

Characteristics and classification of NRM, status of natural resources and issues affecting them

Unit: II

Linkages between NRM, gender, poverty and equity,

Unit: III

Role of state, market and civil society in NRM,

Unit: IV

Tools and Techniques of NRM

Text book: M. Kerr, D. K. Marothia, Katar Singh, C. Ramasamy and W. R. Bently, *Natural Resource Economics: Theory and Application in India*, (Oxford and IBH).

Paper: 6

SOCIAL ENTREPRENEURSHIP

Credits: 4

Code:MGRM2310

Course Objective

- a) To familiarize the students about the basic concept of social entrepreneurship and Characteristics of leading social entrepreneurs
- b) Understanding basic frameworks how social entrepreneurs effect change in poor communities
- c) Developing business model of a social enterprise

Course Contents:

Unit: I

Basic Concept of Social Entrepreneurship: Definition and Characteristics of social enterprise

Unit: II

Characteristics of Leading Social Entrepreneurs: Leading social entrepreneurs and their characteristics

Unit: III

Social Entrepreneurship Framework: Models of Social entrepreneurship

Unit: IV

Developing Business Model of a Social Entrepreneurship:

Books Recommended:

Bornstein, David (2004) *How to Change the World: Social Entrepreneurs and the Power of New Ideas* New York, NY: Oxford University Press

Paper: 7

GENDER AND DEVELOPMENT

Credit: 4

Code: MGRM2311

Course Objective:

1. Develop an understanding of perspectives on gender and development
2. Understand gender question in selected development sectors and globalisation
3. Familiarise with the different tools and techniques for gender planning, analysis and evaluation in the development sector

Course Contents:

Unit: I

Understanding and Conceptualising Gender Relations

Conceptualising gender relations, Gender as a development issue, Gender inequality, Gender planning in development

Unit: II

Gender and the economic sector

Gender and the economic sector, Gender issues in education, Gender issues in health, Gender issues in governance, Gender and globalisation

Unit: III

Gender analysis, tools and techniques

Gender analysis framework, Gender assessment study, Empowerment framework,

Book Recommended:

1. “Measuring Gender Inequality – GDI and GEM Indices”, *Human Development Report*, UNDP, 1995.
