



SRM UNIVERSITY
(Under Section 3 of UGC Act, 1956)
Faculty of Management
Ph.D
Syllabus – 2016

MB 801	Behavioural Finance	L	T	P	C
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Syllabus

What does psychology - how to offer to the stock market investors, portfolio managers and finance economists-Individual investors – problems – Institution verses reasoning- psychology- positive self illusions – pre requisites for rational choices, quasi rational choice-Efficient market hypothesis – fundamental information and financial markets – Information available for market participant and market efficiency – market predictability – the concept of arbitrage – limits of arbitrage-Equity premium puzzle – volatility puzzle – disposition effect – endowment – effect and availability heuristic myopic loss aversion and mental accounting – naïve diversification – overconfidence and optimism-Expected utility – violations of expected utilities – prospect theory – risk aversion – anomalies – accounting anomalies – calendar anomalies – attention anomalies – celestial’s anomalies – meteorological anomalies- Over reaction – under reaction – fairness – ethics – mutual fund scandal – advertising to investors – saving behavior.

Reference

1. Scott plous (1993),The psychology of judgment and decision making Mc graw hill.
2. Daniel kahneman and Amos tverskey (Eds) (2000) Choices, values and frames; Russell sage foundation Cambridge, VIC Newyork.
3. Andrei sheifer (2000) Inefficient markets Oxford, Newyork Oxford University Press.

MB 802	CONSUMER BEHAVIOUR	L	T	P	C
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To understand the buyer's behaviour better- Consumer Behaviour and Marketing Strategy, nature and scope of Consumer Behaviour. Market segmentation, Learning - nature, characteristics and types, Brand loyalty, Brand equity & leverage. Learning theories - information processing & Involvement. Perception - Process, interpretation, and marketing strategy, Elements, Perceptual organization and defense, consumer imagery, perceived risk & how to handle the risk -Motivation - Nature, strategies, theories and their relevance, Motivational research. Personality - Psycho-analytical neo-Freudian and social approaches to personality. Understanding consumer diversity, Brand personality, Role, and brand personification. Self-image, Vanity and consumer behavior. Attitude formation & change - Sources of learning & influence on attitude formation, Strategies of Attitude change, Relationship between behaviour & attitude. Life style profiles- influences- self concept-Social Class - Identification and CB application on various social classes, Family Decision Making – consumption - related roles, Groups - types, Celebrities, Family, Socialization of family members, Function of family, , Family life cycle. Influence of Reference groups – Friendship& Workgroup, Culture- Nature - Characteristics - Measurement, Sub-cultures, Cross culture-Opinion leadership & process, Dynamics, motivation and opinion leadership, Need, Measurement and corporate strategy of opinion leadership, models and role relationship, Profile of opinion leader, OL and firm's marketing strategy, Innovation, Characteristics, Types, Profile of consumer innovator, Diffusion of innovation, Adoption process. Personal influence-Consumer decision-making process: Reutilized response, limited and extensive problem - Solving behavior. Different buying situations- programmed and non-programmed buying occasions, Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Impact of communication process on developing persuasive strategies Consumer gifting behavior. Relationship marketing. Online buyer behaviour- characteristics-difficulties and challenges. Advent of consumer protection movements- consumerism- laws on consumer rights.

Reference

1. Schiffman.L.G. & Kanak.L.L., Consumer Behaviour, PHI/Pearson.
2. Engel, Roger & Blackwell, Consumer Behaviour.
3. Loudon & Della Bitta : Consumer Behaviour , TMH
4. Henry Assael : Consumer Behaviour & Marketing Action, Thomson Learning.

MB 803	COST MANAGEMENT	L	T	P	C
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This Course will help the student to get exposure on cost concepts, estimation, allocation and control of costs at various centers in an organization. This also helps to understand the strategic decision making tools and techniques adopted to optimize the cost and Profit in a formal organization - Strategic Cost Management – The contemporary Business Environment - The strategic Focus of Cost Management – Contemporary Management Techniques – The Competitive strategy – Developing a Competitive Strategy – The professional Environment of Cost Management- Strengths – weaknesses – opportunities – threats (SWOT) Analysis – value – Chain Analysis –The Balanced Scorecard -Cost Drivers, Cost Pools, and Cost Objects – Cost Concepts for product and Service Costing - Cost concepts for planning and decision making – Cost concepts for management and operational control – product costing systems – The strategic Role of product Costing –The application of Factory Overhead – job costing in service Industries –spoilage, Rework, and scrap in job costing– Activity Based costing Systems – Steps in designing an Activity – Based costing system – Benefits and Limitations of an Activity – Based costing system – Activity- Based management – Manufacturing Industry Applications – Marketing and Administrative Applications – Customer profitability Analysis – Based Costing and Strategic Cost Management- Strategic Role of Cost Estimation – six steps of Cost Estimation – Cost Estimation Methods Data Requirements and Implementation problems -Strategy, the Long – plan, and the Master Budget – Budgeting Process – Master Budget – Budgeting in service and International Firms, - Alternative budgeting approaches-The Decision – Making process- Relevant cost Analysis – Strategic Cost Analysis – special order decision – Strategic Analysis – Sell Before or After Additional Processing – profitability Analysis – Target costing – The theory of Constraints – Life – Cycle Costing – Pricing products Using the product life cycle - The Flexible Budget and Standard Costing – Direct Materials and Direct Labor- Characteristics of process costing systems – Comparison of Weighted – Average and FIFO method-Standard Cost – Operating Income Flexible Budget variance – flows in general Ledgers using a standard cost system – Standard Costs for Factory Overhead – Disposition of Variances – Investigation of Variances – variance Investigation Decision under Uncertainty – performance Evaluation and Control – Strategic performance measurement.

Text Book: 1. Cost Management –Strategic Emphasis -by Blocher, Chen, Cokins, Lin, - Tata McGraw-Hill Pblrs.

Reference

1. Cost Accounting by Mark Lee Inman, Butterworth Heinemann, printed in Britain by Red wood press Limited.
2. Cost and Optimization Engineering, Fredric C.Jelen, James H. Black, McGraw Hill Company.

MB 804	ETHICAL PRACTICES IN BUSINESS	L	T	P	C
		3	0	0	3

Introduction, Virtue, Morality, Ethics and Law, Business Ethics, Salient Ethical Values relevant to Business viz. Law abidance, Truth, Honesty/ Sincerity, Justice, Rights and Duties/Responsibilities, Obligations to Stakeholders and Care-Conflicts and compromises among ethical values; Need for Business Ethics and compatibility with Profits -Lawrence Kohlberg's theory Carl Gilligan's theory, Impact of religion, society and family on Individual Ethics and Business Ethics -Rights and Duties Theories, Virtue Theory of Ethics, Immanuel Kant's Categorical Imperatives, Indian Theories – Gita, Thirukkural, Mahatma Gandhi/Amartya Sen's teachings, Utilitarianism and integration with Ethical Principles-Corporate Governance-(Perspectives, Malpractices, Codes of Ethics/Conduct, Regulations, Enforcement, Whistle-blowing, CSR); Human Resource Management: Finance Management; Marketing; IT; International Business; Production and Projects- Case studies: Aircraft, Pharma, Energy, IT industries-Root causes; Pollution types; Control of environmental pollution; Sustainable Development and role of Business Organisations - Development of the Code & Initiating Implementation, Promoting 'Ethics' culture, Enforcement - Case study: Gas tragedy.

Reference

1. Michael Harrington, "Is Capitalism Still Viable?," "Taking Sides: Clashing Views On Controversial Issues In Business Ethics And Society, Lisa Newton, And Maureen Ford, 2nd Edition (Guilford, Cn: Dushkin Publishing Group, Inc 1992)
2. Robert Soloman, " The Myth Of The Profit Motive," Ethics And Excellence (Oxford Up, 1992)
3. Robert Soloman, " Macho Myths And Metaphors," Ethics And Excellence (Oxford Up, 1992)
4. Albert Carr "Is Business Bluffing Ethical"?, Contemporary Issues In Business Ethics, Joseph Desjardins, And John McCall (Belmont, C.S: Wadsworth Publishing Company 1990)
5. William Evan, And R.Edward Freeman, "A Stakeholder Theory Of The Modern Corporation: Kantian Capitalism." Ethical Theory And Business, Eds. Tom Beauchamp, And Norman Bowie (Englewood Cliffs, Nj: Prentice Hall, 1993)
6. William H. Shaw, "Business Ethics", Thompson, 2002
7. David. J.Fritzche, "Business Ethics"
8. Peter Madsen and Jay. M. Shapitz, "Essentials of Business Ethics"
9. Ken Smith and Phil Johnson, "Business Ethics and Business Behaviour"

MB 805	GLOBAL FINANCIAL MARKETS & INSTRUMENTS	L	T	P	C
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To understand the various Financial Institutions and Markets-Structure of Financial system-Equilibrium of Financial markets-Theories of the impact of financial development and its process-Indian financial system-Indian financial system at present- Indicators and financial development-Structure of Financial Institutions- central Bank policies-Financial sector reforms-Need and objectives-Major reforms-Reserve Bank of India-Functions, Role of RBI – Monetary policy of RBI, Monetary control-Recent policy development- securities and Exchange Board of India (SEBI)- Companies Act,1956-Security contracts (Regulations) Act,1956-SEBI’S functions- Highlights of SEBI’s performance-Commercial Banks-Co-Operative banks-Non banking Financial intermediaries and Statutory financial organizations, small savings-provident funds-pension funds-insurance companies-An overview of LIC, GIC and other private Insurance companies, NBFCs –An overview upto 1995-96 and present position of NBFCs, Regulations of NBSCs – Types of NBF’s – Public Deposits- Non-Banking Statutory Financial Organizations- Call Money Market-Treasury Bills Market-Commercial Bills Market-Certificate of Deposits-The discount Market-Market for Financial Guarantees – Government (Gilt-Edged) Securities market – Industrial securities market- An introduction of futures, options and forward market-Foreign Exchange Market – International capital flow – Uses and determinants of Foreign Capital – Forms of Foreign capital- International Financial instruments- Foreign capital flow in India – Recent Developments in Foreign capital inflows – Foreign Exchange Market, Interest Rates- Level and structure of Interest rates – Interest rate in India.

Reference

1. L.M.Bhole “Financial Institution and Markets” Structure, Growth, and Innovation, TATA McGraw Hill 4th Edition-2008.
2. Meir Kohn “Financial Institutions and Markets“, Oxford, 2nd Edition-2007.

MB 806	INDUSTRIAL MARKETING	L	T	P	C
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A Business Marketing Perspective – The Industrial Market – Perspective on the Organisation buyer-Dimensions of Organisation buying – Organisational Buying Behaviour-Business Marketing Intelligence- Segmenting the Organisational market- Organisational Demand Analysis- Measuring Market Potential and Sales Forecasting-Business Marketing Planning: Strategic Perspective -Managing the Business Product Line -Business Marketing Channels - Business Pricing Function - Advertising Sales Promotion Personal Selling Function Controlling Industrial Marketing Strategy-Managing your customer service / sales profile - Choosing your CRM Strategy- Tools for capturing customer information - Managing Relationships through conflict.

Reference

1. Anderson, Customer Relationship Management, Tata McGraw Hill.
2. Daragh O- Reilly and Julian J Gibas, Building Buyer Relationships, Macmillan India Ltd.
3. Michael D Hutt and Speech T.V, Industrial Marketing Management, The Dryden Press.
4. Robert Dwyer F., Business Marketing, McGraw Hill.
5. Robert & Reeder, Edward G. Brierty and Betty H. Reeder, Industrial Marketing: Analysis Planning and Control . Prentice Hall of India Ltd.

MB 807	INTERNATIONAL BUSINESS	L	T	P	C
		3	0	0	3

Globalization – WTO Important Provisions & Agreements – International Trade & WTO – Trade Liberalization & Imports: Industry wise Analysis – WTO, Intellectual Property Rights, & Industrial Sector – Trips Agreements & Pharmaceutical Industry – WTO, Gats & Telecom Sector – Legal Environment & Dispute Settlement Mechanism – Cultural Difference & Cross Cultural Factors – Case Studies-

Foreign Directory Investment – Concepts, Theory - Determinants – Benefits – Economics Reforms – Regional Trade Blocks – India’s Trade Policy - Case Study with East Asian Countries – Case Studies-

Foreign Exchange Market – Exchange rate Theory – FEMA – Euro Vs Dollar – Currency Crisis in developing countries - Case Studies-Global Strategic Management – Contractual Agreements – Joint Venture – Turnkey Projects – Global Hex Model – Major Players in the International Market – Staffing Policy in the Global Scenario - Case Studies -Structure & Trends in Foreign Trade – Global Sun Rise Industry (Bio-Technology) – SWOT Analysis of various sectors – EXIM Policy – Special Economic Zones – Case Studies

Reference

- 1.Justin Paul, International Business, Prentise Hall
- 2.Dr.P.Subba Rao, International Business, Himalaya Publications
- 3.Frances Cherunilam, International Trade, Himalaya Publications

MB 808	NEW PRODUCT STRATEGY MANAGEMENT	L	T	P	C
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PURPOSE

To understand and appreciate the concepts and applications of New Product Management from idea stage to implementation stage.

INSTRUCTIONAL OBJECTIVES

The course highlights the various aspects of learning “Let the product successes pave our way; while the product launch failures serve as our ladders for success”. This is imparted through concepts, contexts and cases.

UNIT –I: INTRODUCTION AND OVERVIEW

6

Classification of new products -Process of new product development - Routes and significance of NPD -Technology/Market Matrix -Learning from experience by analyzing new product failures

UNIT- II: CONCEPT GENERATION

6

Strategic planning for new products -Approaches to concept generation -Process and people aspects -The problem/solution route - Attribute analysis

UNIT –III: CONCEPT EVALUATION

6

Concept evaluation system -Charts and pre-screening -Screening, Protocol and Proto-type testing -Product Use Testing -Market Testing, Pseudo sale and Financial Analysis.

UNIT –IV: COMMERCIALISATION

6

Control and launch cycle -Marketing plan, strategy and promotion - Product, price & distribution -Post-launch tracking and control –Brand Management.

UNIT –V : ORGANISING AND CONTROL OF NEW PRODUCT FUNCTION **6**

Organizing and controlling of new product function - Management

Reference



Michael John Baker, Susan J. Hart (2007), Product Strategy and Management, Prentice Hall

MB 809	INTERNATIONAL FINANCE	L	T	P	C
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What's different about international finance? International markets for payments and credit - Spot and forward currency exchange - Cross-rate parity - Parity relationships in international finance - Purchasing Power Parity - Law of One Price- Covered interest parity and arbitrage - External and internal interest rate linkages and deviations - Application of parity conditions: international capital budgeting - Exchange rate systems and policy - Central bank intervention - Currency crises - European Monetary Union - Monetary and portfolio-balance Exchange rate determination approaches - Foreign exchange market efficiency and exchange rate forecasting - Currency risk, and implications for investment, financing and risk management - Measurement of currency risk exposure - Currency risk, and implications for investment - Value-at-Risk (VAR) -Types of currency risk exposure - Currency of determination - Currency forwards and futures - Forwards in hedging, speculation and arbitrage - Currency futures and basis risk - Currency options - Options versus forwards or futures in currency risk management

Pricing of currency options - Currency Swaps - Risk management and arbitrage through swaps - Mechanics and pricing of interest rate and currency swaps - Swap valuation

Swap risks - International investment decisions - Diversification through international portfolio choice - Evaluating international investments - International financing decisions

Financing choices for the international firm - Evaluating international financings

Currency matching and denomination - International bond and equity financing - Innovation in international finance

Reference

- 1 Mahir A. Desai, International Finance, A Case book. Wiley India Edition, 2007
- 2 Milind Sathye, Larry Rose, Larissa Allen, Rae Weston, International Financial Management, Wiley Publications, 2006
- 3 Ephraim Clark, International Financial Management, Cengage Learning, 2nd Edition, 2008

MB 810	MICRO FINANCE	L	T	P	C
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To enable the students to understand the principles, practices and application in Micro Finance

Micro finance: Introduction: Evolution: Impact and Importance: Micro Financial Services: Steps Initiated in Development of Micro finance: Role of Regulatory body in Micro finance-Rural Credit system: Self Help groups (SHG): What is SHG: Features of SHG - Objectivity of SHG: Role of SHG in Micro finance: Self Help group promoting institutions (SHPI): Formation of SHG: Credit Linkage-Micro Finance Services: Weaker Sections: SHG-Bank Linkage: Banks and Financial Intermediaries: SHG-Thrift, credit, and Other Financial Services: Formation and development of Micro Services-Micro Finance Institutions: Role of MFI in developing Micro Finance: Enhancing Institutional Finance: Micro Finance and Rural Development: Micro Credit Institutions: Non Government Organization (NGO)-Prospects of Micro Finance: RBI Role in Regulating: Bank's Role in Micro Finance: Growth of Micro Finance: Development of Micro Finance: Credit Plans: Credit Schemes: social Banking.

Reference

1. Micro finance and poverty reduction.by Susan johnson and Bren royalty
2. Indian micro finance-the challenges of rapid growth-by prabu ghate.
3. Micro finance hand book - by Jonna ledger wood.
4. Commercial banks in micro finance- by Malcolm harper and Sukhwinder singh aroroa.

MB 811	RURAL MARKETING	L	T	P	C
		3	0	0	3

Objective:

To expose the students to the reality of rural markets. To understand the problems, challenges in rural marketing. Rural Marketing Definitions – scenario – Agriculture surplus – Demand - supply - Marketing of farm inputs Futures markets – Agricultural input – consumer durables – rural marketing strategies .Farm products – Transportation of farm products – grading – standardization – storage and warehousing

Market Information – Financing - market agencies and institution – marketing programs –Food processing and manufacturing Traditional marketing systems – Market integration – effectiveness, cost and price – Training – research and agricultural marketing – Trade in agricultural products

Reference

Badi, R.V., Badi, N.V., “Rural Marketing”, Himalaya Publishing House, 2007

MB 812	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

To understand the vagaries of securities and the management of portfolio business-The course attempts to impart the knowledge on valuation and return, fundamental and technical analysis selection and management of portfolios, provides insight into the evaluation-Money and capital markets-Trends of savings and financial flow of the Indian money market and capital market institutions-Objectives, principles, different types of securities, evaluation of fixed income securities, evaluation of ordinary shares-Structure and functioning – the stock markets in India, Listing of securities in stock exchanges, OTCEI, New issue market, Mechanics of trading in stock exchange-Prediction of Share Prices-Factors influencing share prices, forecasting stock prices, fundamental analysis and technical analysis, efficient market theory, risk and returns-Portfolio theory, assessment of portfolio performance and portfolio revision, practical aspects.

Reference

1. Donald E. Fischer & Ronald J. Jordon, Security analysis and portfolio Management, Prentice Hall of India Private Ltd., New Delhi, 2000.
2. V.A. Avadhani- Security Analysis and portfolio management, Himalaya Publishing House, 1997.
3. Punithavathy Pandian- Security analysis and Portfolio management, Vikas publishing House Pvt. Ltd., 2001
4. Port Folio Management – Dr. Dover – PHI Publishers
5. Security Analysis and Portfolio Management – Preeti Singh – Himalaya Publishers
6. Financial Markets – Dr. Gurusamy – Vikas Publishers.

MB 813	HUMAN RESOURCE MANAGEMENT	L	T	P	C
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The student will be able to understand the concept of Managing Human Resources and work situations. It helps to identify the effective Human Resources and working environment of the organizations-The students will understand the importance of Man Management; understand the importance of Training, performance appraisal, and the importance of time management.- Meaning, Nature and Scope of HRM - Personnel Management Verses HRM-Importance of HRM-Functions of HRM-Classification of HRM Functions-Organisation of HRM Department- Qualities and Qualifications of HRM Managers-Strategic planning-Basis for HRP – Meaning and Objectives of HRP – Benefits of HRP – Factors affecting HRP – Process of HRP – Analyzing the corporate and unit level strategies – Demand forecasting – Supply forecasting – Estimating the net human resource requirements – Problems of HRP – Recent Trends in HRP - Definition and objectives of recruitment – Strategic management and recruitment – Company strategies and recruitment strategies – Job Analysis – Purpose & Techniques – Job Description – Job Specification – Recruitment policy – Centralized decentralized recruitment – Searching for prospective Employees/Sources of Recruitment – Traditional sources – Modern sources – Factors affecting Recruitment – Applicants pool-Meaning and definition – Essentials of Selection Procedure – Role of Selection Procedure – Organisation for Selection – Selection Procedure – Application form – Written examination – Preliminary Interview – Psychological Tests – Final Interview – Medical examination – Reference checks – Line Manager’s Decision – Job Offer – Employment – Placement – Problems – Making Effective – Induction – Objectives – Advantages – Retention of Employees-Training & Development – Purpose – Need – Importance – Techniques (on the job & off the job) – Evaluation – Benefits – Management Development Programme – Knowledge Management - Job Enlargement – Job Enrichment – Job Evaluation – Meaning – Purpose - Techniques. -Performance Appraisal – Need – Importance - Techniques – Benefits - Career Planning – Meaning Need – Process – Succession Planning – Career Development – Steps – Career Development Actions – Advantages – Recent Developments – Time Management - Retaining and Motivating – Corporate Social Responsibility.

Reference

1. Memoria C.B Personnel Management – Himalaya Publishers
2. Flippo E.E – Personnel Management – McGraw Hill
3. Subba Rao. A – Personnel & Human Resource Management – Himalaya Publishing House



4. Aswathappa K – Human Resource Management – Tata McGraw Hill, New Delhi,
5. Chandra Mohan A – Human Resource Management – APH Publishing Corporation
6. Arun Monappa – Managing Human Resources – Mac Millan India Ltd.

MB 814	WEB ENABLED MARKETING	L	T	P	C
		3	0	0	3

Learning Objectives:

"Web enabled Marketing "is a comprehensive guide to how organisations can use the Internet to support their marketing activities and covers all aspects of the subject, from environmental analysis to strategy development and implementation. It should also prove particularly useful for practitioners wishing to update their e-marketing skills. Internet Marketing is arguably the most comprehensive topic to emerge so far on the subject of the internet and its impact on marketing. Applying the uses of the internet across a broad spectrum of marketing issues, it addresses how the internet can be used as more than just another promotion channel. It demonstrates how adoption of new technology and new techniques can increase the effectiveness of the marketing function. [Introduction to Internet Marketing](#) : An introduction to Internet marketing, using the Internet as part of customer-centric, multi-channel marketing, the relationship between Internet marketing, e-marketing, e-commerce and e-business, benefits of Internet, differences from other media, technology. [Internet Microenvironment - Situation Analysis](#), [Online marketplace analysis and mapping](#), Internet changes the immediate environment of an organisation, including marketplace and channel structure, type of environment analysis need to support Internet strategy - examining customers, competitors and intermediaries, evaluation of interplay between them, Summary of process and free tools for online marketplace analysis, planning an online marketing campaign, strategies of partnering and promotion. [Internet Macro environment - Situation Analysis](#), impact of the SLEPT or PEST or PESTLE environment factors, i.e. Social, Technological, Economic, Political and Legal environmental influences on Internet strategy and its implementation. [Internet Marketing Strategy](#): Internet marketing strategy aligned with business and marketing strategies- situation review, goal setting, strategy formulation and resource allocation and monitoring. [Internet Marketing Mix](#)- in-depth research programme into online consumer buyer behaviour, [Customer Relationship Management](#)- Customer Relationship marketing (E-CRM) using the Internet details the strategies and tactics for using the Internet to build and sustain 'one-to-one' relationships with customers.

[Service Quality \(web design\)](#) Delivering the online customer experience, customer service quality objectives. Analysis of customer needs, design of the site structure and layout, and creating the site- user-centered design, usability and accessibility design. [Interactive Marketing Communications](#): Novel characteristics of new media, different online and offline promotion techniques - banner advertising, affiliate networks, promotion in search engines and directories, co-branding and sponsorship, e-mail, loyalty techniques and PR. [Maintenance and Monitoring](#) : Successful updating of a site and online and offline methods for assessing the effectiveness of the site in delivering business and marketing benefits. Business-to-consumer Internet Marketing, Business-to-business Internet Marketing



Reference

1. Internet Marketing (Paperback) [Dave Chaffey](#) ,
2. EMarketing Excellence (Emarketing Essentials) (Paperback), [PR Smith](#) , [Dave Chaffey](#)
3. The Ultimate Website Promotion Handbook: A Step by Step Guide to Getting Page 1 Rankings with the Major Search Engines and to Making Money with Your Website (Paperback) by Chris Standing

MB 815	Training & Development	L	T	P	C
		3	0	0	3

Concepts of training & development – training, education and development – Learning principles – Objective, Structure and functions of training department – Training purpose – Benefits of training- Training & Development Policy – Training Process / Steps – Training Need Analysis (TNA) – Methods of TNA – Organizational analysis and Individual analysis – Selection of trainees – Selection of Trainer – Skills & Qualities required for a trainer – Selection of Training Place – Training Time – Preparing Training Budget - Creating appropriate training environment – Case Study- Techniques of training – On the job training (OJT) – Off the job training – Induction – Refresher Course – On the job training methods – Job Rotation – Internship training – Apprenticeship – Vestibule School – Coaching – Job Instruction training – Committee Assignment – Off the job training methods – Lecture – Conference & Discussion – Case Study – Role Play – Programme Instruction – T Group Training – Relative merits and limitations of methods – Mentorship Training - Case Study-Management Development Programme (MDP) – Concept, need & importance of MDP – MDP Process – Requirements for the success of MDP – Methods for improving Decision Making Skills – Case Study – Various Method of Management Development Programme – Relative merits and limitations of methods – Case Study- Evaluation of training – Stages of training evaluation – Models of Training evaluation – How to select appropriate evaluation method – Various Models of evaluation, Measuring effectiveness of training – Training & Development Practice in India – Training Institute in India – Case Study.

Reference

1. Effective Training – System, Strategies & Practice, II Edition, P.Nick Blanchard, James W Thacker, PHI, New Delhi, India, 2006.
2. Training in Organization, Irwin Goldstein, Thomson Learning, 2007

MB 816	PERFORMANCE MANAGEMENT	L	T	P	C
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This course will help the student to get exposure on Performance Management. Understand the different segments and issues relating to performance -Performance Management – Concept, Challenges – Theoretical Foundations of Performance Management – Learning theories – Motivation theories – Performance Management Systems – Case Studies -Reward Management – Rewards in Performance Management – Theoretical Foundations of reward based Performance Management – Factors influencing reward system – Reward based Performance Strategy – Non Monetary Rewards – Case Studies -Career Strategy – Significance – Theoretical Foundations of Career based Performance Management – Career based Performance Management Strategy – Team work in Performance Management – Theoretical Foundations of Team work in Performance Management – Team based Performance Management Strategy – Case Studies - Organization Culture – Significance – Theoretical Foundations of Organization Culture in Performance Management – Culture based Performance Strategy – Measurement based Performance Management – Theoretical Foundations of Measurement in Performance Management – Measurement based Performance Strategy – Case Studies -Competency Management – Significance – Theoretical Foundations of Performance Management – Competency based Performance Management – Leadership in Performance Management – Theoretical Foundations of Leadership in Performance Management – Leadership based Performance Strategy – Case Studies

Reference

1. Performance Management, Srinivas R.Kandula, Prentice Hall India
2. Performance Management, Prem Chandha, MacMillan

MB 817	RETAIL MANAGEMENT	L	T	P	C
		3	0	0	3

Objective:

To expose students to the emerging area of retailing. Understand the issues - opportunities -and problems-Retailing role – relevance and trends – Retail Organizations – Retail in India- Retail location strategy – Merchandising - Product - merchandise -Management - Retail space management=- Retail pricing- Retail Promotion strategy – Relationship Marketing – seminars and projects.

Reference

1.Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, “Retail Management”, Oxford University Press, 2005

RMH 001	RESEARCH METHODOLOGY (Humanities)	L	T	P	C
		3	0	0	3

Unit I: Research preparation and planning

8 Hours

Objectives of research-Understanding research and its goals, Critical thinking, Techniques for generating research topics. Topic selection and justification. Techniques involved in designing a questionnaire -Methods of scientific enquiry-Formulation of hypotheses and testing the same-Development of a research proposal.

Unit II: Research Resources

8 Hours

Sources of information. Literature search. World Wide Web, Online data bases - search tools. Citation in dices - Principles underlying impact factor-Literature review-Case Studies, review articles and Meta analysis-Role of the librarian. Ethical and moral issues in research, plagiarism, tools to avoid plagiarism.

Unit III: Academic Writing and Presentation

9 Hours

Proposal submission for funding agencies, Elements of Styles. Organization of proposals, Basic knowledge of funding agencies, Research report writing, Communication skills, Tailoring the presentation to the target audience-Oral presentations, Poster presentations, Submission of research articles for publication in Reputed journal, Thesis writing and Research report writing. Elements of excellent presentation: preparation, visual and delivery, oral communication skills and oral defense.

Unit IV: Data collection, Analysis and Inference

11 Hours

Basic Statistical distributions and their applications: Binomial, Poisson, Normal, Exponential. Weibull and Geometric distributions.

Sample size determination and sampling techniques: Random sampling, stratified sampling, systematic sampling and cluster sampling.

Large sample tests and small sample tests: Student t-test, F test and Chi-square test and their applications in research studies.

Correlation and Regression analysis-Time series analysis: Forecasting methods

Factor analysis, Cluster analysis and discriminant analysis (Basic ideas only)



Principles of Experimentation, Basic Experimental designs: Completely Randomized Design, Randomized Block Design and Latin Square Design. Factorial Designs: 2^2 , 2^3 and 2^4 .

Unit V : Application of Research methods in Functional areas of management 9 Hours
Application of Statistics in functional areas of management:

Marketing: Marketing research, Demand forecasting

Finance: Performance evaluation of mutual funds, Investment analysis-Discounted cash flow techniques and Internal Rate of Return, Project decisions, Stock price fluctuations.

Operations: Supply chain management, Inventory control.

HR: Analysis of job satisfaction, Identification of factors affecting productivity.

Economics: Trend in food production, analysis of exports and imports, Analysis of price fluctuations.

Reference

1. Anderson B.H., Dursaton and Poole, M: Thesis and assignment writing, Wiley Eastern 1997
2. Bijorn Gustavii: How to write and illustrate scientific papers? Cambridge University Press
3. Bordens, K.S. and Abbott, B.B: Research design and Methods, Mc Graw Hill 2008
4. Graves N, Varma, V: Working for doctorate Toutledge 1997
5. Leedy,P. Practical Research-Planning and design, Eighth Edition, Pearson, 2005.
6. Walpole, R.A., Myers, R.H., Myers, S.L. and Ye, King: Probability and Statistics for Engineers and Scientists, Pearson Prentice Hall, Pearson Education Inc, 2007.
7. Kothari, C.K. (2004), 2.e, Research Methodology-Methods and Techniques (New Age International, New Delhi).
8. James C. Van Horne, Stanford University, Financial Management and Policy, Prentice Hall.
9. James R. McGuigan, R. Charles Moyer, Frederick H. Deb. Harris, Managerial economics-applications, strategy and Tactics, Cengage learning, India.
10. Philip Kotler, Marketing management, Pearson Education, India
11. Elwood S. Buffa & Rakesh Sarin, Modern Production/Operations Management, Wiley India.
12. Ronald R. Sims, Organizational success through effective human resources Management, Quorum books, London.
13. Ganesan R, Research Methodology for Engineers, MJP Publishers, Chennai. 2011.

MB 819	FINANCIAL STATEMENT ANALYSIS	L	T	P	C
		3	0	0	3

Introduction to Financial Statement Analysis , Business Analysis, Financial Reporting and Analysis, Financing Investment Activities,Cash flow analysis, Profitability analysis.Credit analysis, analyzing capital structure, solvency liquidity and operating activity analysis-comprehensive case.

Reference

1. Financial statement analysis-John.J.Wild,K.R.Subramanyam and Robert F.Halsey-McGraw hill.
2. The analysis and use of Financial statement-S.Gerald White.Ashwin Paul.C. Sondhi and DOV Fried.

MB 820	INDUSTRIAL PSYCHOLOGY	L	T	P	C
		3	0	0	3

Objectives: To enable students to understand the process of social and industrial psychology.

Syllabus:

Industrial psychology - Definition, nature and background.

Industrial perception –Non-verbal communication, theories of attribution ,impression management.

Industrial identify - Self concept, self esteem, self efficiency, self monitoring and self focusing.

Industrial influence – Conformity, compliance and obedience. Interviews, application blanks and Reference – The interview, application blanks and biographical inventories. Reference and background investigations.

Employment testing – Testing abilities, testing personality, testing skills and achievements using and not using tests.

Safety psychology – Safety management and safety psychology .Differential accident liability.

Reference

1. Remington., Science and pharmacy practice

MB 821	BPO INDUSTRY	L	T	P	C
		3	0	0	3

Introduction - What is Outsourcing - Why do companies outsource - Outsourcing in India - Evolution Of the industry - Evolution in IT Software - The primary factors affecting the IT industry - SWOT comparison of IT industry in major developing economies – Major Players in IT industry - Key players in The Indian Outsourcing Industry - Major future Trends affecting the industry - Increased Labor costs – Shortage of IT Skills – Moving up the Value Chain- Consolidation - Emerging Services and Markets - Challenges Ahead - Client Acquisition and Retention - Retaining employees – Productivity - Quality and compliance issues - Resource and Skill Gaps – Funding - Emerging Foreign Destinations - Physical Infrastructure– Role of Nasscom – HR issues affecting BPO & IT industry – Work life Balance – Stress Level in BPO / IT industry – Stress interventions available in BPO / IT industry.

MB 822	ENTREPRENEURIAL DEVELOPMENT	L	T	P	C
		3	0	0	3

The students will be exposed to concepts of entrepreneurship and motivated to be self – styled entrepreneur.-The objective of the course are to develop entrepreneurial skills and to focus the Problems, prepare feasibility reports, various facilities services offered and prospects of small business.

Frame work for Entrepreneurship – What is Entrepreneurship – Dimensions of Entrepreneurship – The New Entrepreneurs-Role of SSI/SMEs – Government policies and prospects - The Environment for Entrepreneurship-Identification of Business opportunity – Formalities for setting up of Business – Family Business – Problems in small Business - Financial Management – Marketing Management – Production Management – Human resource Management -Elements of Business plan – Critiquing the Business plan – Format and Presentation

Reference

1. Poornima Charantimath, “Entrepreneurship Development – Small Business Enterprises”, Pearson Publication, 2006.
2. Marc. J. Dollinger, “Entrepreneurship - Strategies and Resources”, Pearson Publication, 3rd Edition 2005.

MB 823	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	L	T	P	C
		3	0	0	3

To enable the students to understand the principles, practices and application in Logistics and supply Chain Management-Importance and Scope of Supply chain, Supply Chain Strategies, Drivers of Supply Chain, Examples of Supply Chains and integrated view of Supply chains-Managing Supply & Demand, Significance of Forecasting, Aggregate Planning Strategies, Inventory Models, Safety Inventory, procurement & Outsourcing Strategies, SRM and Strategic Sourcing-Variation Distribution Models, Warehouses as Integrators in Supply Chain, Distribution Network Planning, Modes of Transportation, Design Options for a Transportation network-Pervasiveness of Information Technology in Supply Chain Management – ERP, RFID, GPS, E-Procurement. Frame work for strategic alliances – 3 PL / 4 PL, performance Metrics in Supply Chain, risk management, CRM- The Frame work and four driving forces of Globalization, Risk management in Global Logistics, Containerization, Export-Import procedures in detail.

Reference

1. David Taylor and David Brunt, Manufacturing Operations and supply Chain Management, Vikas Thomson Learning, 2001.
2. Philippe –Pierre Dornier, Global Operations & Logistics, John Wiley & Sons Inc. New York, 2002.
3. Monezka / Trend/ Handfield, purchasing and Supply Chain Management, Thomson South-Western College Publishing, 2000.
4. B.S.Sahay, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., Delhi 2000.
5. David Hutchins, Just in time, Jaico Publishing House, Mumbai 2001.
6. David Simchi – Levi & Philip Kaminsk, Designing and managing the supply Chain, Mc Graw Hill Companies Inc, 2000.
7. Donald J.Bowersox & David J.Closs, Logistical Management, Tata Mc Graw Hill Editions, New Delhi, 2000.
8. Jermy F.Shapiro, Modeling and Supply Chain, Thomson Learning, 2001.
9. Martin Christopher, Logistics and Supply Chain Management, Financial Times Management, 2000.

MB 824	DATA MINING	L	T	P	C
		3	0	0	3

Objectives:

This course focuses on collecting, organizing, and using data as an aid to making managerial decisions. It has two related threads. The first is on advanced statistical and machine learning techniques for data analysis. The second is concerned with business data base organization and construction, including data collected from visits to websites. Topics include: advanced regression analysis, analysis of time series, forecasting, discriminate analysis, classification trees, clustering, neural networks, relational data bases, data mining, and data warehousing.

Overview of business intelligence, components of business intelligence, data warehousing and data mining, how is business intelligence different from information, algorithms, mind-set required for a business analytics profession. Concept of data warehousing, online analytical processing, organizing for data warehousing, multi dimensional analysis, cube wizard, pivot table, applications, extract, transform and load concepts. Difference between data warehousing and data mining, algorithms for data mining, advanced regression analysis, classification and prediction, logistic regression, discriminant analysis, classification and regression trees, conjoint analysis and cluster analysis, Neural networks, support vector methods web mining and text mining. Market basket analysis, credit scoring, analytical CRM, cost analysis, deviant before analysis in HR.

REFERENCE

Data Mining – a tutorial based primer – Richard J. Roiger, Michael W. Geatz, Pearson Education
 Managing strategic intelligence – Techniques and Technologies – Mark XU
 Data mining – concepts and techniques – Jiawei Han, Micheline Kambar

MB 825	ENTREPRENEURSHIP IN TAMILNADU	L	T	P	C
		3	0	0	3

Objective:

The objective of the course is to identify 101 successful entrepreneurs in Tamil Nadu from different industry sectors. Learn about the similarities and differences and draw up the lessons for entrepreneurship.

1. Identification of Entrepreneurs in Tamil Nadu.
2. Identification of the industries.
3. Survey through Questionnaire.
4. Selection of the entrepreneurs
5. Identification of similarities and differences across the sectors and within the sector

Reference

1. Hisrich , “Entrepreneurship”, Tata Mcgraw Hill, New Delhi.,2001.
2. Vasan Desai, “Entrepreneurship” , Himalaya Publications
3. SS.khanka, “Entrepreneurship Development”, S.Chand ., Ltd., 2001.
4. Prasanna Chandra, “Project Planning Analysis” Tata Mcgraw Hill,1996.
5. P.C.Jain , “Hand Book of Entrepreneurs” Oxford University Press., 1999.

MB 826	RURAL DEVELOPMENT	L	T	P	C
		3	-	-	3

Objectives:

The objective of the paper is to make research scholars of Management studies to understand the rural economy and its opportunities. It also gives an idea on the development of agriculture sector and promoting agencies of Rural Economy.

Unit-I:

Rural Economy – structure – administration – policies and frame work – state initiatives and central government schemes for rural development.

Unit-II:

Rural women – economic empowerment – training Programmes – financial assistance – RRB – Grameen Banks – Cooperative societies – structure and development.

Unit-III:

NABARD – Scheduled Commercial Banks – Agricultural credit – Farming activities and allied sector development – financing and developing schemes.

Unit-IV:

Rural development models – Global Scenario – Indian models – Comparative and Hybrid models for rural economic development.

Unit-V:

Five-year plans – Rural development – Budget allocations – Economic empowerment – Industrialization and rural areas – Employment generation and promoting entrepreneurship.

Reference

1. Rural Development – N.D.Desai – Himalaya Publishers – New Delhi.
2. Rural Economy of India – Opportunities and challenges – Pradeep Chakaravarthy – Deep and Deep Publishers.

MB 827	ADVANCED OPERATION RESEARCH	L	T	P	C
		3	0	0	3

Purpose: To study the scientific approach to problem solving for executive decision making.

Instructional Objectives:

1. Useful for decision making to arrive at optimal decisions.
2. To apply the various advanced technique in the organizations ongoing activities.

Unit- I – Linear Programming

Concept of Liner Programming Model - Simplex method, Big Method, Dual Simplex Method, Two phase Method – Duality – Formulation and Application – Sensitivity Analysis.

Unit – I – Integer Programming

Inter Programming formulations – Cutting Plane Algorithm, Branch & Band Technique, Zero-one Implicit enumeration Algorithm.

Unit – III – Dynamic Programming

Introduction – Application of Dynamic Programming in Capital Budgeting, Reliability improvement problem stage – Coach problem, Optimal subdividing problem, solution of LPP through Dynamic Programming.

Unit – IV – Goal Programming & Parametric Linear Programming

Simplex method for solving Goal Programming – Introduction to parametric LP – Changes in objective function Co-efficients, changes in Right hand side curtains, introduction to changes in Research Requirement vector.

Unit – V – Queuing Theory & Simulation

Terminologies of Queuing system – Emprical Queuing model – Simulation – Major steps in simulation – Simulation using High Level Languages – General Purpose Simulation System (GPSS).

Text Books: Paneerselvam, Operation Research, Prentic Hall, 2002.

Reference

1. J.K. Sharma, Operations Research Theory & Applications, Macmillan, 1997.
2. P.C.Tulin, Quantitative Techniques, Pearson Education, 2002.
3. Thomas, J. Schriber, Simulation using GPSS, John Wiles, 1991.

MB 828	ADVANCED HUMAN RESOURCE MANAGEMENT	L	T	P	C
		3	0	0	3

Performance Management

Legal Issues

Dealing with Compensation

Understanding today's Legal Climate Simulation in Flexi Careers

Conducting Performance Appraisal Exercises

Dealing with Unsavory Work Behaviour

Training and Development

HR Global Issues

Reference

1. Advance HR by Hunter
2. Advance HR by Schimdt.

MB 829	STRATEGIC MANAGEMENT	L	T	P	C
		3	0	0	3

To enable students understand the various components of Business environment, device strategies to face global competition.-The students will get Exposure to various phases of Business, Policies in different functional areas and Strategies implemented in different business situations.-1) Types of Governmental System, 2) Types of Markets 3) Business Environment; 4) Sectoral Division of Business: Public Sector, Joint Sector and Private Sector; 5) Forms of Organisations: Sole Proprietorship, Partnership, Joint Stock Companies & Cooperatives, 6) Forms of growth of Business: Organic and Inorganic & Dissolution, 7) Role of entrepreneurship: Govt. and Private - in promoting business, 8) Economic Reforms & impact on Business 9) Future scenario of Global and National issues 10) Overall Components of Strategic Management Process.-Corporate Governance Perspectives-Public policy and Management, Components of the Planning Process, Business Philosophy, Vision / Mission and Planning horizon, Environmental Scans and Forecasts, Opportunities and Threats, Internal analysis-Strength and Weaknesses, SWOT & Competitive advantage, Setting quantified Corporate objectives. - **Case studies**-Generating Strategy Alternatives –Existing Business and Diversifications, Strategic Choice, Investment & Funding Plans, Functional Strategies or Policies, Creativity, Role of IT/internet, Strategic issues in small business & non-profit organization - **Case studies**-Components of the Process, Resource mobilisation, allocation and delegation, Organisational Structure, System and Processes & Code of Ethics, Unit wise/ Function wise Micro goals/Targets/policies, Tactical plan. - **Case studies**-Leadership, Change Management, Project Management, Directing, Evaluation and Control of Performance; Feedbacks on overall Process -. **Case studies**-

Thomas L. Wheelen, J. David Hunger & Hrish Rangarajan – Concepts in Strategic Management & Business Policy – Pearsan Education

1. V.S.T. Rao & V. HariKrishan - Strategic Management – Text & cases – Excell books

Reference

1. Business Policy, Strategic Management, L.M. Prasad, Sultan Chand & Sons Publications, 2000.
2. J. Davidhunger & Thomas L. Wheelles – Strategic Management, Addison Wesley Longman – 6th edition, 2000.
3. Charles W.L. Hill & Garefn R. Jones , Strategic Management Theory – All India Publishers & Distributors, Chennai.,1998.
4. Azhar Kazmi, Business & Strategic Management, Tata McGraw Hill, New Delhi, 1998.
5. Saloner, Shepard, Podolny, Strategic Management – John Wiley., 2001.

MB 830	BANKING SERVICE	L	T	P	C
		3	0	0	3

Introduction to Banking: Historical perspective, Emergence and Importance of Banking, an overview of development in banking since independence. Banking Sector Reforms in India: An overview; Co-Operative bank, nationalized banks, private sector banks, international bank, foreign banks, offshore banks, recent development in banking sector, virtual banking, E-banking, Core Banking and universal banking and retail banking.

Overview and Role of RBI: Function of RBI, credit policies; Regulation and Supervision: Banking organization, NBFCs and Co-operative Banks; Inspection, Monitoring and Surveillance: On-site and off – site inspection and Monitoring.

Management of Assets and Liabilities in commercial Bank; Lending Policies: Risk and profitability planning.

Development Banking: Development Banking as distinguished from commercial banking, growth of Development Banking, role of Development Bank in economic development.

Deposit Products and it's pricing in India and abroad; Credit assessment: fund based and Non-fund based services; Loan financing: Different types, its pricing, credit disbursal & monitoring. Computer based information System in Banks – Electronic Banking – Phone Banking – Mobile Banking – Internet Banking – Debit Cards – Credit cards – ATM – Fund Transfer – Electronic Clearing System; Reconstruction of Financial Assets and Financial institutions.

Reference

1. Banking law in Theory & practice by S.N. Gupta, Universal Law Publication.
2. Banking Law & Practice by S.N Maheswari, Kalayani Publisher.
3. Banking Law and Practice by R.K.Gupta.
4. Banking Law & Practice by M.L. Toman, Orient Law House.
5. Money Banking & Financial Markets by Baya Jansen
6. Commercial Banking,ICFAI University Press.
7. Central Banking, ICFAI University Press.

MB 831	INTELLECTUAL PROPERTY RIGHTS	L	T	P	C
		3	0	0	3

Basic Principles and Acquisition of Intellectual Property Rights-Focus of this paper would be on the following areas-Philosophical Aspects of Intellectual Property Laws-Basic Principles of Patent Law-Patent Application procedure-Drafting of a Patent Specification-Understanding Copyright Law-Basic Principles of Trade Mark-Basic Principles of Design Rights-International Background of Intellectual Property.

Ownership and Enforcement of Intellectual Property Rights-The thrust of study of this paper would be on the following areas1.-Patents-Objectives, Rights, Assignments, Defences in case of Infringement-Copyright-Objectives, Rights, Transfer of Copyright, work of employment Infringement, Defences for infringement.

Trade marks-Objectives, Rights, Protection of goodwill, Infringement, Passing off, Defences-Designs-Objectives, Rights, Assignments, Infringements, Defences of Design Infringement-Enforcement of Intellectual Property Rights - Civil Remedies, Criminal Remedies, Border Security measures.-Practical Aspects of Licencing - Benefits, Determinative factors, important clauses, licensing clauses.

Information Technology Related Intellectual Property Rights-Focus of Study will be on the following areas-Computer Software and Intellectual Property-Objective, Copyright Protection, Reproducing, Defences, Patent Protection-Database and Data Protection-Objective, Need for Protection, UK Data Protection Act, 1998,US Safe Harbor Principle, Enforcement-Protection of Semi-conductor Chips-Objectives Justification of protection, Criteria, Subject-matter of Protection, WIPO Treaty, TRIPs, SCPA.- Domain Name Protection-Objectives, domain name and Intellectual Property, Registration of domain names, disputes under Intellectual Property Rights, Jurisdictional Issues, International Perspective.

References

1. IPR India-Issues and Concerns- ViKas Publishers
2. IGNOU Directed Study Materials.
3. Legal aspects of Indian IPR- Dr.Jilani- TATA Mcgraw hill

MB 832	BUSINESS LAW	L	T	P	C
		3	0	0	3

GENERAL PRINCIPLES OF LAW OF CONTRACT

Indian Contract Act. – 1956

II SPECIAL CONTRACTS-

Bailment & Guarantees-Contract of Agency - Sale of Goods Act

INDUSTRIAL LAW

Factories Act - Indian Trade Union Act

COMPANY LAW

Meaning - Definition - Formation of Company - Rights, Duties and Liabilities of Directors - Winding up of Company

LAW RELATED TO GENERAL PUBLIC

- The Consumer Protection Act 1986
- The Information Technology Act 2000
- The Right to Information Act
- Securities, Contracts Regulations Act 1956
- SEBI Act 1992
- Depository Act 1996
- Foreign Exchange Management Act 1999
- Competition Act 2005

Reference

1. N.D.Kapoor, Mercantile Law – Sultan & Sons
2. Vakul Sharma, Cyber Law – Mac Milan
3. Akhileshwar Pathak, Legal aspects of business- Tata McGraw-Hill
4. Relevant Bare Acts

MB 833	CREATIVITY & INNOVATION MANAGEMENT	L	T	P	C
		3	0	0	3

Objectives: To enable students to understand creativity and innovation management. This course will help to understand individual and group creativity, generation of creative ideas in group and brainstorming.

Syllabus

Realm of creativity - can creativity be enhanced – Road blocks and block buster’s –Puzzles of creativity – The body and the mind as root of human creativity – Spiritual and social roots of creativity – Entrepreneurial and Empowerment creativities – Quality of creativity. Quiz – Mental Gym – Case study -What is creativity – individual and group creativity – convergent thinking – divergent thinking and Generation of creative ideas is individual- Thinking Hats methods – redefinition techniques – Random stimulus - generation of creative ideas in groups – Brainstorming – Reverse Brainstorming – synaptic – Morphological Method. Creativity Exercises Mental Gym-The way the mind works, Diff between lateral and vertical thinking – Attitudes towards lateral thinking – Basic nature of lateral thinking – techniques – The generation of alternatives – challenging assumptions – innovation – suspended judgment - analogies – The new word PO CASE STUDY LATERAL Thinking – Mental Gym -What is a problem – defined problems – Creative Problem Solving – Models of techniques of Creative Problem solving – Creative problem solving – A comparison of creativity Techniques – Mental Gym Quiz-Blocks of creativity – Fears and Disabilities – Energy for your creativity – formative Environment and Creativity – Adult Environments – Pumping your creative muscels – Environmental Stimulants of creative – making your environment more Creativgenic – The creative Life Quiz – Mental Gym – Case Study.

Reference

1. Training Creative Thinking - Davis Gary and Scott **New York Pub**, Lifelong Creativity – Pradip N 2.Khandwalla **Tata Mc Graw Hill**, Managing creativity For Corporate Excellence – N Rastrgi **Mac Millan**, Lateral Thinking – Edward de Bono **Penguin Pub**, innovation and Entrepreneurship- Druker,Peter.

MB 834	COMPETENCY MANAGEMENT	L	T	P	C
		3	0	0	3

Management – Types of Managers - Management functions – Managerial Competencies – communication Competency – Team work Competency – Global Awareness Competency – Traditional View – Behavioural view – System view – Contingency view – Quality view – Competitive force in an industry – Political & Legal force – Technological force – Cultural forces – Planning & Administration Competency.

Strategic for International Business – Exporting strategy – Licensing strategy – Franchising strategy – Alliance strategy – Multi domestic strategy – global strategy.

Strategic Action competency – Global awareness Competency – Self Management Competency – Generic Competitive strategic model – competency Development – Fostering Knowledge Management – Human Resource Planning – Training & Development – Performance Appraisal Compensation – Motivation & satisfaction – Leadership – Managing work force – Organization culture – Cultural Diversity.

Reference

1. Management – A Competency Based Approach by Hellrigal Jackson & Slocum – Thomson Learning.
2. Building Quality Service with Competency based HRM by Lynn Vander Wagan – Jaico Publishing House.

MB 835	STRATEGIC HRM	L	T	P	C
		3	0	0	3

Objective

This course will help the student to get exposure on Strategic Human Resource Management. Understand the different strategies relating to human resource management.

Syllabus:

Human Resource functions in India – Emergence of Human Resource Management – Distinctive features of human resource management – Strategic Human Resource Management – Aligning human resource to corporate strategy – Human Resource Management in practice – Case Studies. Organization Socialization process – Mentoring – Organizational Culture – Organizational Change – Human Resource Planning – Employee Resourcing – Recruitment & Selection process – Placement – Case Studies. Performance Management – Performance Appraisal System – Reward & Performance Management – Motivation – Job Redesign – Job Enlargement – Wage Structuring – Wages & Salary policies – Legal frame work – Wage differentials – Job Evaluation – Incentive Payment system – Payment by result – Case Studies.

Training Methodologies – Management Development – Career Development – Succession Planning – Welfare & Health – Industrial Relations – Concept, Scope & Objectives – Changing Values & impact – Trade Unionism – Employee participation in management – Collective Bargaining – Grievance Procedure – Case Studies. Human Resource Outsourcing – Planning Retirement – Human Resource Management in Indian Context & International Context – Ethics in India – Work & Business Ethics – Corporate Social Responsibility – Corporate Governance – Case Studies

References

1. Strategic Human Resource Management, K.Prasad, Mac Millan
2. Strategic Human Resource Management, Tanuja Agarwal, Oxford
3. Strategic Human Resource Management, , Thomson Learning

MB 836	BUSINESS VALUATION	L	P	T	C
		3	0	0	3

Objective

To equip student's to valuate business.

Framework for business analysis and valuation using financial statements – From financial statement to business analysis – Case the role of capital market intermediaries in the Dot-Com Crash of 2000-Strategy analysis – Overview of Accounting analysis – Implementing accounting analysis – Case – Financial analysis – case-Prospective analysis – Forecasting – Valuation theory and concepts Case – Valuation implementation – case-Business analysis and valuation Applications – Equity – case – Credit analysis and distress prediction – case-Mergers and Acquisitions – Corporate financing policies – communication and Governance-

Reference

Krishna G. Palepu, Paul M. Healy, and Victor L. Bernard, “Business Analysis and Valuation
“Text and cases. Thomson Learning 2007.

MB 837	FINANCIAL DERIVATIVES	L	T	P	C
		3	0	0	3

Introduction and overview of Derivatives: – Mechanics of Future Markets – Financial Derivatives Market in India – Regulation of financial derivatives in India:

Hedging Strategies of Futures – Interest rates – Forward and Future Prices - Short term and Long term Interest rate futures – Foreign Currency Future:

Swaps and Options – Strategies involving Options – Options Pricing Models - Binomial trees – Wiener processes and Ito's lemma – The Black-Scholes-Merton model – Option on Stock indices, Currencies, and future:

Greek letters – Volatility Smiles – Value at risk – Credit risk – Credit derivatives – Interest rate derivatives-the standard market models – Models of the short rate.

Reference

- 1 John C.Hull, Options, Futures, and Other Derivatives, Prentice Hall India. Sixth Edition , 2007
- 2 S.L Gupta, Financial Derivatives theory, concepts and problems, Prentice Hall, Fourth Edition, 2007

MB 838	RISK MANAGEMENT AND INSURANCE	L	T	P	C
		3	0	0	3

RISK MANGEMENT:

Risk- Uncertainty- Peril- Hazard- Subjective risk- Acceptable risk versus Unacceptable risk-Classification of risk- Classification of Pure risk- The cost of risk-Degree of risk-Meaning- Scope & Objective of Risk Management- Personal risk management- Corporate risk management-Risk Management Process- The Administration of Risk Management Process-influencing factors- constrains-monitoring & review-Risk Identification- Perception of risk- Operative cause/perils- Safety Audit-Risk Evaluation - Presentation of Data- Probability Concepts- Risk and Law of large number-Risk Control- Risk avoidance- Risk reduction-Classifications- Evaluation of risk reduction measures-Risk Financing- Retention-Determination of retention levels- Captive Insurer- Self Insurance- Risk retention group.

Transfer-Non-insurance transfer- Insurance.

FINANCIAL & TREASURY RISK MANAGEMENT:

Financial Risk Management: Definition - Source of financial risk- Need & Importance of Financial Risk Management-Tools for Financial Risk Management: Derivatives- Futures- Swaps- Options- Role of Chief Risk Officer- Integrated Risk Program- Double trigger option.

Treasury Risk Management : Money market- Trends in Security Market- Trends in Interest Rates- E- Finance- Integrated treasury in Public Sector Banks- Volatility trading- Floating-Capital Adequacy- Liquidity Management-Tools for Treasury Risk Management: Currency future- Financial future- Commodity future- Steel future- Options , Real Options- Weather derivatives Insurance.

Reference

1. Principles of Risk Management & Insurance – George E. Rejda.
2. Risk Management & Insurance- Scott Harington.
3. Risk Management & Insurance- C. Arthur Williams.

MB 839	BANKING MANAGEMENT	L	T	P	C
		3	0	0	3

Objective:

To understand the roles, fundamental activities and rules and regulations of banking-Modern Day Banking in India-Reforms in Banking System-Autonomy for Commercial Banks- Best practiced code-Corporate governance in Banks-Universal Banking- Narrow Banking-Private sector Bank Guidelines-Know your customer- Anti money Laundering-Role of Banks-Financial intermediary-Constituent of Payment system-Financial service provider-Banking of Business Mathematics-Money Market Operations-Reserve Requirements-Profitability of Banks-RBI Act 1934- RBI Functions-Banking Regulation Act 1949-Negotiable Instrument Act-Important Sections of NI Act-Collection of Cheques- Dishonour of Cheques-Remittance-Demand Draft-Banker Customer Relationship- Bankers Obligations-Right of Appropriation-Different types of customers-Indian Committee-Chore Committee-Credit Risk Management-Corporate Debt Restructuring-Book principles of Lending-Various types of Capitals-Fixed Capital-Working Capital-Non-fund based facilities-Letter of Credit-Guarantee UCPDC-Pledge-Mortgage-Hypothecation-Types of Charges-Prudential norms-Asset Classification-Income Recognition-Provisioning Asset-Liability Management-Capital adequacy in Banks-Based-I-Based-II-Basic of Derivatives-Camels rating of Banks-Credit Risk-Market Risk-Operational Risk-Banking Ombudsman Scheme-Customer Protection Act-SARFAESI Act 2002.

Reference

- 1.Commercial Banking and Monetary Policy, By Partha Roy
- 2.Hand Book of Banking Information, By N.S.Toor.
3. Digest for Nationalised Banks, By G.Subramanian.

MB 840	HUMAN PSYSHOLOGY	L	T	P	C
		3	0	0	3

Objective

This course will help the students to understand human psychology, methods in psychology, nature and scope of psychology and various branches of psychology.

Syllabus:

Introduction to psychology , Methods in Psychology, Quantitive Analysis:

Concept and definition of psychology . Nature and Scope. Branches of psychology. Application of psychology to society and social problems. Characteristics of psychological studies, observation . Survey method, Clinical and case study method. Experiemental method. Application of the method. Measures of central tendency and dispersion. Correlation, Levels of measurement. Reliability and validity. Application in test constrction.

Structure of neuron, nerve impulses, synapse and neurotransmitters. Central and peripheral nervous system-structure and neural control of behaviour. Hemispheric spectralisation. Endocrine system and hormonal control of behaviour. Application of hemispheric knowledge to diagnostic purposes. Individual Differences: Heredity and environment. Life span development tasks. Sensitive or critical periods of development in human life cycle and its application. Preceptual process. Es. Perceptual organization. Perception of form, colour, depth and time. Perceptual readiness and constancy. Role of motivation, social and cultural factors in perception. Application of knowledge of perception to skill development (e.g.for certain jobs like that of driving, airline pilots etc.)

Classical conditioning and operant conditioning. Modeling and observational learning. Transfer of training. Learning and motivation. Application of the above to the improvement of academic performanve in education. Physiological basis of memory. Memory and forgetting. Measurement of memory (Recall, Recognition,Relearning).Short term and memory . Theores of forgetting (Decay and Interference theories and Repressive forgetting). Application of Mnermonic devices etc, to improving memory. Concept of formation. Nature and development of thinking. Language and thought and acquisition of language, Problem solving. Creative thinking and its applications.

Definition and concept. Theories and models of Intelligence. Measurement of intelligence and aptitude. Exceptional intelligence. Mental retardation.Concepts of multiple, emotional and



artificial intelligence and their application. Definition and concept of instinct, needs, drives and motives. Theories of motivation and their application (drive reduction theory, Maslow's motivational hierarchy). Social motivation: Achievement power, affiliation motives and influence of early experiences. Physiological basis of emotion. Theories of emotion (James-Lange and Cannon-Brand theories, cognitive physiological theory). Concepts and Definition of personality. Study of personality (Trait, type and eclectic approaches) Development of personality (Freud, Erikson, Biological and socio-cultural determinants). Measurement of Personality (Projective tests, pencil-paper tests). Application of personality profiles in fitting a person to a job.

Concept and definition. Factors affecting adjustment (frustration and conflict). Sources of stress and reactions to stress. Coping with stress. Application of stress management techniques. Socio-cultural factors and behaviour. Development of attitudes, stereotypes and prejudice, Measurement of Attitudes (Thurstone, Likert attitude scale and Bogardus Social Distance scale). Strategies for reducing prejudice and changing attitude. Person perception, implicit personality theory and integrating impressions. Application of person perception to impression management. Health and mental health (Yoga, meditation and relaxation therapies). Education (Programmed through group cohesiveness and leadership). Industry (Assessment centre approach in selection, recruitment and training). Environment (man-nature interaction, personal space concept, pollution reduction) Information technology (Application to commercial, educational and health areas).

Reference

1. Introduction to Psychology, Kuppusamy, Asia Publishing House
2. Social Psychology, Baron and Byrne Tate McGraw Hill
3. Introduction to Social Psychology, Lindgren.

MB 841	ORGANISATIONAL BEHAVIOUR	L	T	P	C
		3	0	0	3

Objective

To understand the implications of individual and group behaviour in organizational context

The students will conceptualize the components of individual and group behaviour, understand the practicability of communication and understand the various work situations and apply behavioral techniques-Introduction To Organizational Behaviour – Definition of OB – Various Disciplines contributing to OB – Harwthron Experiment - Foundation Of individual Behaviour – Need And importance Of Organizational Behaviour – Nature And Scope – Framework of Organizational Behaviour Models-Personality – Types – Factors Affecting Personality Theories – Perception – Importance – Factors influencing Perception – Interpersonal Perception Types, Learning Types of Learning Styles – The Learning Process – Learning Theories – Ob Modification; Motivation – Theories – Importance – Types – Motivation At Work -Values And Attitudes – Characteristics – Components – Formation And Measurement – Group Dynamics – Group Behaviour – Formation – Types Of Groups – Stages of Group Development – Conflict Management – Nature of Conflict – Types of Conflict-Leadership – Meaning – Importance Trait, Behavioural and Contingency Theories – Leadership Styles – Leaders Vs Managers; Power and Politics – Sources Of Power – Power Centers – Organisation Politics - Organizational Structure and Design – Organisation Climate – Factors Affecting Organisation Climate – Importance; Job Satisfaction – Organisation Development – Organisation culture – Organisation Change – Current Trend in OB

Reference

1. Stephen Robbins, Organisational Behaviour, Prentice Hall of India
2. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press
3. L.M.Prasad, Organisational Behaviour, Sultan Chand & Sons
4. Fred Luthans, Organisational Behaviour, McGraw Hill Book Co.

MB 842	EXPERIMENTAL RESEARCH	L	T	P	C
		3	0	0	3

Objective:

To enable scholars to understand the methodology of experimental research.

Syllabus:

Planning a Research Project- Types of Research Design-Social Research Methods - Interview Techniques-Psychometric Analysis-Assessing Reliability & Validity-Factorial Design-Project & Report writing-Data Analysis-Project Evaluation-Hypothesis-Presentation-Ethics in Research.

References:

Carole page & Denny Meyer. Applied Research Design for Business and Management. TaTa McGraw Hill (2011).

John Gill and Phil Johnson. Research Methods for Managers. Sage publications (2010).

Amnon Repoport & Rami Zwick. Experimental Business Research. Springer, Netherland (2005).

Geoff Lancaster. Research Methods in Management. Newgen Imaging Systems, Chennai. (2005).

MB 843	PROCUREMENT POLICIES & PRACTICES	L	T	P	C
		3	0	0	3

INTRODUCTION TO PROCUREMENT AND SUPPLY CHAIN MANAGEMENT,

THE PROCUREMENT PROCESS, PROCUREMENT POLICY AND PROCEDURES,

PURCHASE SYSTEM

- CENTRALIZED
- DECENTRALIZED
- CENTER-LED

PROCUREMENT INTEGRATION FOR COMPETITIVE ADVANTAGE,

PROCUREMENT AND SUPPLY CHAIN ORGANIZATION,

PROCUREMENT AND COMMODITY STRATEGY DEVELOPMENT,

SUPPLIER EVALUATION AND SELECTION,

SUPPLIER QUALITY MANAGEMENT,

SUPPLIER MANAGEMENT AND DEVELOPMENT,

STRATEGIC COST MANAGEMENT,

PROCUREMENT TOOLS AND TECHNIQUES

Reference

01. Handbook of Materials Management – By P. Gopalkrishnan – Prentice Hall India.

02. PROCUREMENT & Materials Management – By P. Gopalkrishnan – Tata McGraw Hill.

03. Materials & Logistic Management – By Prof. L.C. Jhamb – Everest Publications.

04. Introduction to Materials Management – By Tony Arnold – Peerson.

05. Stores, Management & Logistics – By – P. Gopalkrishnan – Sultanchand & Co., New Delhi.

MB 844	TELECOM MARKETING	L	T	P	C
		3	0	0	3

Objective: The objective of this paper is to enhance the Research Scholars of Management studies to encompass clear understand of Telecom Marketing.

UNIT-I: Introduction to Telecom Marketing: Nature and Significance;

Complexities in Telecom marketing; Transition from domestic to transnational marketing; International market orientation-EPRG framework; International market entry strategies.

UNIT-II: Telecom Marketing Environment: Internal environment; External environment-geographical, demographic, economic, Socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

UNIT-III: Product: Product planning for global markets; Standarization vs Product adaptation;New product development; Management of international brands; Packaging and labeling;Provision of sales related services.

UNIT-IV: Pricing Decisions and Promotion: Environmental influences on pricing decisions;International pricing policies and strategies. Promotion Decisions: Complexities and issues;International advertising,personal selling,sales promotion and public relations.

UNIT-V: Distribution Channels and Logistics: Functional and types of channels; Channel selection decisions; Selection of foreign distributors /agents and managing relations with them;International logistics decisions.

Reference

- 1.Czinkota,M.R:International Telecom Marketing,Dryden Press,Boston.
- 2.Fayerweather,John: International Telecom Marketing,Prentice Hall, New Delhi
- 3.Jain,S.C.:International Marketing,CBS Publications,New Delhi
- 4.Keegan,Warren J.:Telecom Marketing Management,Prentice Hall. New Delhi
- 5.Onkvisit,Sak and John J.Shaw: International Marketing: Analysis and Stratergy,Prentice Hall,New Delhi.

MB 845	BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

Objectives:

1. To gain insights into working of a Brand
2. To understand Brand development and it's sustenance in competitive market-

What is a Brand- Can anything be Branded-Strategic brand Management process-Brand elements (Criteria and option) - Building a strong brand and it's applications

Identifying and establishing brand positioning-positioning guidelines –Brand values-Internal branding-Co branding-Corporate Branding-Brand Audit- Brand equity concepts-integrated marketing communications and program to build brand equity-Brand leveraging-Brand equity management system-Qualitative and Quantitative techniques for measuring brand equity-The Brand product Matrix- Brand Hierarchy-Designing a Brand Strategy –Brand extensions-Reinforcing Brands-Revitalizing Brands- Rebranding -Retiring Brands-Adjustments to Brand port folios

Text Books:

Building measuring and managing Brand equity

Kevin lane Keller, Second Edition, Prentice hall of India

Reference

Brand Management text and cases - W.Mathur, Macmillan India



MB 846	COGNITIVE PSYCHOLOGY	L	T	P	C
		3	0	0	3

Cognitive Psychology is the scientific study of mind and behavior. Cognitive psychologists seek to understand the mental processes that underlie performance in domains such as perception, attention, memory, language, and decision-making. The goal of this class is to introduce you to the questions, theories, and methods of cognitive psychology.

Topics:

Unit I - Cognitive Psychology of Study - Understanding Cognitive Research

Unit II - Pattern Recognition - Attention

Unit III - Short-term Memory - Long-term Memory - Memory Codes & Visual Images

Unit IV - Semantic Organization - Language and Cognitive Psychology - Memory & Problem Solving

Unit – V - Decision Making – Creativity - Comparative Cognition - Cognitive Development - Expert Performance

Reference

Medin, D.L., Ross, B.H., & Markman, A.B. (2005). Cognitive Psychology, 4th Ed.

MB 847	HEALTH SERVICE MANAGEMENT	L	T	P	C
		3	0	0	3

APPLICATION OF MARKETING IN HEALTHCARE

Marketing Concept of Marketing-Importance of Marketing to Healthcare Organizations – Challenges in Practicing Marketing in Healthcare Industry- Marketing Intelligence,Information and Research system- Marketing Organisation: Chart,Fulltime Staff and Hiring Consultants-MARKETING MIX DECISIONS-Product(service)Decisions-Nature and Characteristics of Services-Marketing Approaches to New Services Development-Service Mix Decision-Service Item Decision-Service Life Style Decision-Demand Generation-Pricing Decisions-Pricing Objectives in Healthcare-Pricing Strategy-Present and Future Situation-Place Decisions-Major Distribution Decisions-Strengthening Referral Systems-Promotion Decisions-Sales Force in Healthcare Organisations-Advertising in Healthcare Industry-Sales Promotion Practices in Healthcare Organizations-Publicity Practices-Marketing Strategies-Service Portfolio Strategy-Market Expansion Strategy-Marketing Mix Strategy-SOCIAL MARKETING-Steps in Social Marketing-Cognitive,Action Behaviour Value Changes-

PUBLIC RELATIONS-Introduction to Public Relations,Meaning of Public Relations,Classification of Public from Healthcare Marketing Perspective.Evolution of Public Relations,Identifying the Relevant Publics-Measuring Images and Attitude of the Relevant Public-Establishing Image and Attitude Goals for the Key Publics-Developing Cost Effective Public Relations Strategies Implementing Actions and Evaluating Results- Community Opinion Surveys to Assess the image of an Organization-A Model Questionnaire used in Healthcare Services-Methodology of the Study-Public Relations Tools-Materials:Written and Audiovisual-Media:News,Events,Speeches and Telephone Information Services-Health Service Public Relations Officer –Profile of Public Relations Officer-Changing Role and Responsibilities of Health Service PRO.

Reference

Philip Kotler and Roberta N. Clarke,Marketing of Healthcare Organizations (Prentice Hall Publication)

Roger Silver,Health Service Public Relations (Radcliffe Medical Press Ltd.,Oxford,1995) ISBN 1-85775-028-4



John F.O'Malley,Healthcare Marketing Sales and Services:An Executive Companion (Health Administration Press) ISBN 1-56793-150-2

G.D.Kunder,How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt.Ltd.,Bangalore,2000)

MB 848	HEALTH POLICY & HEALTH CARE DELIVERY SYSTEM	L	T	P	C
		3	0	0	3

MANAGEMENT CONCEPTS, FUNCTIONS AND THEORIES

Management and Organizations-Management Role- Levels of Managers and Management Skills- Services, Classification of Service Organizations, Characteristics, Challenges- History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization

HOSPITAL MANAGEMENT: LEVELS AND ROLES-Governing Board, Executive Board and Advisory Board,CEO, Medical Administration, Nursing Administration and Hospital Administration- Middle Level Mangers in Hospital and their Responsibilities- Structuring Hospital Organization- **CURRENT ISSUES IN HEALTHCARE**- Accreditation- Telehealth- Health Tourism-Health Insurance and Managed Care- Disaster Management- Hospital Wastes Management

Reference

1. Stephen P. Robbins and Mary Coulter, **Management** (Prentice Hall of India Pvt. Ltd., New Delhi)
2. J.E. Park and K. Park, **Textbook of Preventive and Social Medicine** (M/S Banarsidas Bhanot Publishers, Jabalpur)
3. Elaine La Monica, **Management in Health Care** (Macmillan Press Ltd, London)
4. B.M. Sakharkar, **Principles of Hospital Administration and Planning** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
5. C.M. Francis and et al., **Hospital Administration** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
6. S. Srinivasan (ed.), **Management Process in Health Care** (Voluntary Health Association of India, New Delhi)

MB 849	KNOWLEDGE MANAGEMENT	L	T	P	C
		3	0	0	3

In the new age economy, organizations worldwide are beginning to take advantage of technologies to pursue a strategy with a broader reach. By capitalizing on the knowledge base, the enterprise is redefining the value added to its customers and stakeholders to achieve a competitive advantage.

Further, organizations are changing how they function on a day-to-day basis. It is no longer face to face but offset in time and space.

The course will expose to the students how knowledge management helps global corporations in:

- Creating a corporate knowledge-driven culture
- Developing knowledge workers through senior management leadership
- Delivering knowledge-based products and solutions
- Maximizing enterprise intellectual capital
- Creating an environment for collaborative knowledge sharing
- Creating a learning organization
- Delivering value based on customer knowledge
- Transforming enterprise knowledge into shareholder value

Course Syllabus

- Introduction – 30 minutes
- Building a Global Strategy Around Knowledge Sharing – 30 minutes
- Identifying and integrating Technology – 30 minutes
- Leading a Knowledge-Driven Company– 30 minutes
- Knowledge-Sharing Bedrock: Building a Foundation of Trust – 1 Hour
- Stripping Management Control over Information– 1 Hour
- Build or Buy a Knowledge System—Custom-Made and Off-the-Shelf Solutions – 1 Hour
- Turning the IT Department into Something New– 1 Hour
- Encouraging the Flow of Knowledge – 1 Hour
- Letting Customers Guide – 1 Hour
- Recognizing Knowledge Sharing – 1 Hour
- Building the Critical Mass – 1 Hour
- Strategies for Building Communities – 1 Hour
- Creating Virtual Teams – 1 Hour
- Knowledge Based Products and Services – 1 Hour
- Practical Education: Letting the organization grow – 1 Hour
- Metrics: Outcomes from the Flow of Knowledge – 30 minutes



- Speculation for the Future – 30 minutes

Reference

Knowledge Management Shelda Debowski Shelda Debowski'

Knowledge Management Rajiv Shaberwal Rajiv Shaberwal

MB 850	ORGANIZATIONAL LEARNING	L	T	P	C
		3	0	0	3

Objectives:

The objectives of the paper are to make research scholars of management studies intelligent user of organization learning in knowledge management

Introduction of Learning - How learning plays a vital role in managing knowledge.-Knowledge management and strategies involved in learning-Learning theories-Learning process and knowledge management - Organizational learning mechanism- key to productive learning-psychological basis of productive learning-organizational-dissemination of knowledge- learning and managerial channels of influence-inhibiting organizational learning and effectiveness-the counterproductive consequences of organizational development and Human Resource activities-the inhibition of valid and usable information from the correct use of normal science-antecedents of organizational learning- best practice in organizational learning- organizational learning and leadership- leaders in organization-leaders who make a difference-developing learning culture-usefulness and relevance of organizational learning-learning across organizational boundaries-project design for learning and innovation-organizational learning and forgetting-social learning theories-developing learning managers within organizations-challenges and dilemmas in organizational learning-process that work in organizational learning.

Reference

Chris Argyris (2001), Organizational learning, Blackwell publishing, UK

John Denton (1998), Organizational learning and effectiveness, Routledge, UK

Mark Easterby-Smith, Luis Araujo, John G Burgoyne (1999), Organizational learning and the learning organization, Sage publications

Godsmith (2004), Leading Organizational learning, Wiley Imprint

Raanan Lipzhitz, victor J. Friedman, Micha Popper, Victor Friedman (2007), Demystifying organizational learning, Sage publications

MB 851	COMPETITIVE ADVANTAGE	L	T	P	C
		3	0	0	3

Corporate Strategy – Core concepts – Generic competitive strategy

The value chain and Competitive advantage – value chain – Competitive scope and value chain –

The value chain and organizational structure

Cost advantage – the value chain and cost analysis – Cost behaviour – Cost advantage

Differentiation – Sources of differentiation – The cost differentiation – Buyer value differentiation – Differentiation strategy – Steps in differentiation

Technology and competitive advantage – Technology and competition – Technology and strategy – Technological evolution – Formulating technological strategy.

Competitor Selection – The strategic benefits of competitors – What makes and good competitor – influencing the pattern of competitors – The optimal market configuration.

Industry segmentation and competitive advantage – Bases for industrial segmentation – the industry segmentation matrix - Industry segmentation and competitive strategy – Industry segmentation and industry definition

Substitution – Identifying substitutes – The path of substitution – Substitution and competitive strategy.

Competitive strategy and competitive advantage – the Interrelationship among business units – The growing importance of horizontal strategy – Interrelationship among business units – Tangible interrelationship – Intangible interrelationship – Competitor interrelationship.

Horizontal strategy – The need for explicit horizontal structure – Interrelationship and diversification strategy – Pitfalls in horizontal strategy.

Achieving interrelationship – Impediments to achieving interrelationship – Organization mechanism of achieving interrelationship – managing horizontal organization.

Complementary products and competitive advantage – control over complementary products – Bundling, cross subsidization, Complements and competitive strategy.

Industry scenarios and competitive strategy under uncertainty – Constructing industry scenarios – Industry scenarios and competitive strategy – Scenarios and planning process.

Defensive Strategy – The process of entry or repositioning – Defensive tactics – Evaluating defensive tactics

Attacking an industry leader – Conditions for attacking leader – Impediments to leader retaliation – Signals of leader vulnerability – Attacking leaders and industry structure.

Reference

Don Bradmore (1996), Competitive advantage : Concepts & Cases, Australia: Prentice Hall
ISBN : 072482185, 9780724802180.

Oxford Scholarship online

Author: Peter Andreas Gloor (2006), Swarn creativity: Competitive advantage through collaborative innovation networks, USA: Oxford University Press

MB 852	TECHNOLOGY MANAGEMENT	L	T	P	C
		3	0	0	3

Meaning of technology – Technology versus Technique – Technology Development – Technology Transfer - Technology lifecycle - Technological Environmental changes-Managing Research Function – Research & Development – Product life cycle – multistage decisions – R&D projects - creative process - influence of environmental trends on R & D-Designing & engineering – Simultaneous engineering – Product Liability and Safety – Product life characteristics curve – infant mortality – Human factors in engineering – value engineering-Flexible manufacturing systems - Synchronised manufacturing -Factors of the future - Just in Time – Quality control techniques - Facilities engineering-Project definition - project proposal process – project planning tools – network models - controlling cost & schedule.

Reference

1. Technology management – C. S. V Moorthy, Himalaya Publishing House, First edition 2006.

MB 853	CUSTOMER RELATIONSHIP MANAGEMENT	L	T	P	C
		3	0	0	3

Objective

To make the students understand the organizational need, benefits and process of creating long term value for individual customers.

create awareness about formulation and implementation of CRM and to e-CRM and various CRM packages-The concept of CRM – Strategic imperatives – Conceptual foundations of CRM – Building customer relationship-Economics of CRM – CRM in B-C markets – CRM in B – B market-Components of e CRM – Product offerings in the CRM market space – contact centers for CRM-The CRM Road Map – Operational issues in implementing CRM

Reference

1.Shainesh, G and Jagdish N, Sheth “Customer Relationship Management”, Macmillan, 2006

MB 854	PHARMACEUTICAL BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

Objective: To enable students to understand the elements of pharmaceutical brand management.

Syllabus

Brand management - Branding concepts, brand identity, elements of branding, brand decisions, brand portfolio.

Creating brand - Brand personality, brand image, brand equity, managing brand equity through brand loyalty, brand awareness, perceived quality and brand associations.

Strategic brand management process.

Brand positioning. Branding in pharmaceutical industry Pharmaceutical brand name development.

Brand packaging design.

Future of branding in pharmaceutical industry.

Reference

Verma Harsh.V. Brand Management
Chaurasia Harish. Brand Management

Chaurasia Harish. Brand Management

MB 855	SERVICES MARKETING	L	T	P	C
		3	0	0	3

Objective

To understand about the services marketing and its growing importance in the competitive environment

Syllabus

services characteristics and categories – Trends in services marketing – Consumer behaviour – marketing mix elements for services – Segmentation – Product – Promotion – Price – Distribution – Role of people in services marketing – Physical evidence of a service – Service quality – Measurement – Control – Demand - Supply management – Marketing Research in services marketing – Marketing effort – Service Tax Tourism and travel – Hotel Management and catering – Hospitals – Educational institutions – Financial consultancy – entertainment – Seminars and Projects.

Reference

1. Vaiaire A Zeithaml, Ajay Pandit and others, “Services Marketing”, Mc Garw Hill Special Indian Edition, 4th Edition, 2008.
2. Govind Apte, “Services Marketing”, Oxford Press, 2004.



MB 856	B2B E-COMMERCE	L	T	P	C
		3	0	0	3

Syllabus

Unit-I: Introduction of Electronic Commerce: Electronics Commerce and Electronic Business – Categories of Electronics Commerce – the Development and Growth of Electronic Commerce – Business Models, Revenue Models and Business Process - Economic Forces and Electronic Commerce – Identifying Electronics Commerce Opportunities – Strategic Business Unit Value Chains – Industry Value Chains – SWOT Analysis: Evaluating Business Unit Opportunities – International Nature of Electronic Commerce – Trust Issues on the Web – Language Issues – Culture Issues – Culture and Government – Infrastructure Issue.

Unit-II: The B2B online presence: Introduction- B2B website – Lead generation – e-marketplaces – Online auctions and tendering.

Unit-III: Business-to-Business Strategies: From Electronics Data Interchange – Purchasing, Logistics, and Support Activities – Electronics Data Interchange – EDI on the Internet – Supply Chain Management Using Internet Technologies – Electronics Marketplaces and Portals.

Unit-IV: The Environment of Electronics Commerce: Legal, Ethical and Tax Issue – the Legal Environment of Electronics Commerce – Use and Protection of Intellectual Property in Online Business – Online Crime, Terrorism, and Warfare – Ethical Issues – Electronics Commerce Security – Online Security Issues Overview – Security for Client Computers – Security for Client Computers – Communication Channel Security.

Unit-V: Payment Systems for Electronics Commerce: Online payment basics – Electronic Cash – Electronic Wallets – Stored-Value Cards – Internet Technologies and the Banking Industry.

Reference

1. Electronics Commerce, by Gary P.Schneider, Thomas India Edition.
2. Internet Marketing: A Practical Approach, by Alan Charleswoth, Published by Elsevier.

MB 857	SELF MANAGEMENT	L	T	P	C
		3	0	0	3

Correspondence training, self-instruction training, goal-setting and contracting-intervention design using self-management procedures, including selection and definition of behavior change targets, research design investigating self management processes-data display-data interpretation-programming for assessment of generalization and maintenance of behavior change-designing self management research to assess generalization and maintenance of behavior change. Anger Management - International Business Etiquettes -International Dining Etiquettes - Interview Facing Skills- Making the Right First Impression- Personal Etiquettes & Grooming - Planning & Organizing-Thinking Skills (Decision Making & Problem Solving) - Time Management

Reference

Edward P.Sarafino (2010), Using Behavioral and Cognitive principles of manage your life, John Wiley & Sons, USA

Karen Stainsby (2007), Develop your interpersonal and self-management skills: A practical resource, Redcliffe publishing Limited, UK

Mitchell Rothstein (2010), Self-Management and Leadership Development, Edward Elgar Publishing Limited, UK

MB 858	RURAL DEVELOPMENT AND WOMEN EMPOWERMENT	L	T	P	C
		3	0	0	3

Objectives:

The objective of the paper is to make research scholars of Management studies to understand the rural economy and its opportunities. It also gives an idea on the development of agriculture sector and promoting agencies of Rural Economy.

Unit-I:

Rural Economy – structure – administration – policies and frame work – state initiatives and central government schemes for rural development.

Unit-II:

Rural women – economic empowerment – training Programmes – financial assistance – RRB – Grameen Banks – Cooperative societies – structure and development.

Unit-III:

NABARD – Scheduled Commercial Banks – Agricultural credit – Farming activities and allied sector development – financing and developing schemes.

Unit-IV:

Rural development models – Global Scenario – Indian models – Comparative and Hybrid models for rural economic development.

Unit-V:

Five-year plans – Rural development – Budget allocations – Economic empowerment – Industrialization and rural areas – Employment generation and promoting entrepreneurship.

References

1. Rural Development – N.D.Desai – Himalaya Publishers – New Delhi.
2. Rural Economy of India – Opportunities and challenges – Pradeep Chakaravarthy – Deep and Deep Publishers.

MB 859	ROAD SAFETY MANAGEMENT	L	T	P	C
		3	0	0	3

Objectives

- To provide basic overview on road safety scenario and issues
- To discuss accident causes and remedies
- To discuss engineering measures for road safety
- To discuss legislative measures for road safety
- To discuss measures for improving road safety education levels amongst the public.
- To provide an insight into the road accident investigation methods

Syllabus

Introduction -Traffic safety and probabilistic risk assessment- national safety problem-The Nature of Road Safety -Road Safety Demographics-Road User Decisions-Road Safety Definition- Intervention tools-Road Safety a Complex Field-History and Institutional Settings of Road Safety Management-Foundation for Road Safety Management Policy-Safety Management Roles and Responsibilities- Road Safety Education Opportunities-review scientific and engineering study steps- -Funding Sources, requirements, and Opportunities-Contributing Crash Factors, Countermeasure Selection, and Evaluation-Police Accident Report-Scientific principles for effective road safety analysis-Integrating Safety into the Transportation Planning Process-Current Research Supporting Road Safety Management-Identifying problems and solutions-the safety audit

Reference

Aeron-Thomas, A., Downing, A.J., Jacobs, G.D., Fletcher, J.P., Deslby, T. and Silcock, D.T. (2002) *A review of road safety management and practice. Final report.* Crowthorne, Transport Research Laboratory and Babbie Ross Silcock (TRL Report PR/INT216/2002)

Allsop, R.E. (2003) [Risk assessment and target setting in EU transport programmes](#), European Transport Safety Council, Brussels

Allsop, R. (1997) *Road safety audit and safety impact assessment*, European Transport Safety Council, Brussels

Trinca, G., Johnston, I., Campbell, B., Haight, F., Knight, P., Mackay, M., McLean, J., and Petrucelli, E. (1988) *Reducing Traffic Injury the Global Challenge*, Royal Australasian College of Surgeons, 1988, ISBN 0 909844 20 8

Tingvall, C. (1995) *The Zero Vision*. In: van Holst, H., Nygren, A., Thord, R., eds Transportation, traffic safety and health: the new mobility. Proceedings of the 1st International Conference, Gothenburg, Sweden Berlin, Springer-Verlag, 1995:35–57.

MB 860	STRATEGIC PHARMA MARKETING	L	T	P	C
		3	0	0	3

Objective

To equip students to understand the strategic marketing practices adopted by pharmaceutical industry.

Syllabus

Unit-I: Dynamics of pharmaceutical marketing-Reflective scanning. Dunkel proposals and their implications, shifts and patterns in pharmaceutical marketing. The changing concept of pharma marketing.

Unit-II: Options in the Indian environment-Elements of business-marketing strategy, corporate strategic optionsm strategic marketing options, integrated strategies. Concepts and models for brands and markets products strategic options.

Unit-III: Market segmentation, positioning and targeting in pharmaceutical marketing. Strategic advantages in pharma marketing- The process of competitive analysis strategic competitive advantage.

Unit-IV: Product decision-product classification, product life cycle strategies, branding, packing and labouing. Pricing decision – Pricing methods and strategies.

Unit-V: Distribution decisions – importance and functions of distribution channel, distribution channel members. Promotion decisions – Promotion-Mix elements, Communication in pharmaceutical industry.

Reference

Mickey C.Smith (2008), PHARMACEUTICAL MARKETING, Excel books

Smarta (2008), Strategic Pharma marketing



MB 861	STRESS MANAGEMENT	L	T	P	C
		3	0	0	3

Objective

To understand stress and techniques to manage the same-The students will be able to understand what is stress, the ill effects of stress, what are the causes and remedies to overcome stress and manage crisis

Syllabus

Meaning and Definition-sources of stress –consequence of stress-burnout-symptoms of Burnout-stress verses Burnout-model of stress-strategies for coping stress (individual and organizational strategies) –case study-Charge Management-process of charge-resistance to charge-overcoming resistance to charge-stress resistance to change-counselling-need for counseling, types of counselling,dealing with making, steps in decision making-decision making technique-decision making and stress-case studies-Principles of Time management-inability to say no-procrastination-delegation-getting organized-communication-process-barriers-overcoming barriers of communication-role of technology and tools for effective time management-role of group cohesiveness-conflict resolving and stress-case studies-Career plateauing- types of career plateauing-managing the plateau-crisis management-meaning-issues-managing crisis-crisis management decision making-creativity-process of creativity-Barriers –developing creativity-Brain strategy-Humour at work-team spirit-reducing conflict with humour-self development-principles of self Development-ways to develop positive mental attitudes –meditation for peace – yoga for life-problems-when to council-counselling and stress management-problem solving and decision.

Reference

- 1.BahtiaR.L.,”The Executive Track: An action plan for Self development”, Wheeler Publishing, New Delhi,1996.
- 2.Chakaravarthy S.K.,”Human Values for Managers,” Wheeler Publishing, New Delhi,1996.
- 3.Frances A.Clark,”Total Career Management”, Mc Graw Hill/ Henley Management Series,1995.
- 4.Jeff Davidson,” Managing Stress”, Prentice Hall of India, New Delhi,1996.

MB 862	LEADERSHIP	L	T	P	C	Obj ecti ves
		3	0	0	3	

The student will be able to understand the meaning, definitions and concepts leadership. It helps to influence the people to work effectively in an organization and to understand the importance leadership and styles of leadership to develop the team works and motivate individuals as well as group members.

Syllabus

Meaning, definition and concept of leadership, importance of leadership, scope and insignificance of leadership, qualities of leader, difference between leader and manager - difference between leadership and Manager .Theories of leadership-Types of leader leadership styles, Leadership styles of Indian managers. Ethics-Ethical theories - principles of ethical leadership-leadership in action

Leadership and values, principles of leadership, leadership doing Right things –Leading across culture. Power and Influence, meaning and definition of power, leadership influence tactics, women leadership concept and significance of women leadership-women employee and Manager, role of women entrepreneurs and leaders for the academic development of the country.

Reference

1. Leadership, Richard L.Hughes ,MC Graw Hill Companies - 2009
2. Understanding Behaviors for effective Leadership Jon.P.Howell ,PHI Learning Prt.Ltd., New Delhi - 2008
3. Research findings and Prachce ,Biztantra,New Delhi ,Anbhrew J Dusin - 2007
4. Leadership and Management, A.Chandra Mohan, Himalaya Publishing House - 2007

MB 863	PERSONALITY THEORIES	L	T	P	C
		3	0	0	3

Objective

To understand the implications of individual behaviour in organizational context.

Syllabus

PERSONALITY – Personality Versus Character - Personality Perspectives: Freud’s Psychoanalytical Approach, Skinner’s Behaviouristic Learning View, Erikson’s Stage Theory, Allport’s Trait Theory -Personality Pattern: Heredity And Learning – Elements of Personality - Personality Syndromes – Molding The Personality Pattern -Types –Measurement of Personality: Big Five Model, Positive and Negative Affectivity – Core Self Evaluations - Myers Briggs Type Indicator - Other Personality Traits - Personality Determinants: Physical, Intellectual, Emotional, Social, Sex, Educational, Family - Evaluation Of Personality: Sick, Healthy Personality.

PERSONALITY DEVELOPMENT- Self Esteem – Self Improvement – Developing Positive Attitude – Self Motivation – Self Management – Thinking Skills –Workplace Success – Working With Others – Getting Along With Supervisor – Relating To Clients And Customers

Reference

1. Hurlock, Personality Development, Tata-McGraw-Hill.
2. Wallace - Masters, Personality Development, Cengage Learning.

MB 864	PORT MANAGEMENT	L	T	P	C
		3	0	0	3

Unit-I: Basic rationale of port business-ports structure-delivery of services- relationship between infrastructure, conservancy, navigation and handling facilities – activities organized to interface in ports – typical port organizational structure – importance of ports – ports as commercial enterprises – ownership – measurement of port performance – vessel turn round time, cargo volume – speed of cargo handling, damage and pilferage prevention.

Unit-II: Quality management system and bencharking – performance improvement – responsibility and nature of marine operations – conservancy, dredging, navigation aids – navigation control.

Unit-III: Management of cargo operation on board and ashore – importance of avoiding traffic and cargo congestion – importance of safety management.

Importance of security to prevent terrorism, - illegal immigration – theft and smuggling

Unit-IV: Role of trade unions and other labour organization including ITF – role of statutory bodies – Customs, Immigration, Port Health, Marine safety.

Unit-V: Needs of port users – ship-woners and operators, ship agents, forwarders, truckers, rail and barge operations – information flow requirements of the port, statutory bodies and port users – port community computer systems.

Reference

Patrick M.Alderton (2008), Port Management and Operation – Lloyd’s practical shipping guides, Informa publishers.

Alan E Branch (2007), Elements of Shipping, Routledge Publishers

Lun, Y.H.V, Lai, K.H., & Cheng, T.C.E.(2010), Shipping and Logistics management, Springer Publications.

MB 865	MANAGEMENT OF NON PERFORMING ASSETS	L	T	P	C
		3	0	0	3

Syllabus

Non-Performing Assets

Concept of nonperforming assets, causes of nonperforming assets, valuation of non-performing assets, prudential norms regarding non-performing assets, Trends of NPAs, Preventions of NPAs, Monitoring systems for existing and potential NPAs, Rehabilitation of sick non-performing units, strategies and actionable operational guidelines for reducing NPAs, classification of loans, provisioning requirements, recognition of income and non-performing loans, criteria for write-off of bad loans, reporting requirements relating interest income, loans, non-performing assets and provisions. Non-Performing Assets of PSBs, Factoring: Concept and Indian Financial Market, Non Performing Assets in India: Broadening and Expectations Gap.

Legal Aspect of Non-Performing Assets

Securitization in India: Manufacture and techniques to eliminate non-performing assets by process of securitization. The securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act-2002 (SAREFEASI): Impact of Sarfeasi Act on NPAs Management in Indian commercial Banks, Assets Securitization.

Reference

1. *Vibha Jain, Non-performing assets in commercial books, regal Publication (2007)*
2. *Kotheri vinod, Securitization, Assets Reconstruction & Enforcement of Security Interest, Lexis Nexis Nagpur, 3rd Edition 2010.*
3. *Frank J. Fabozzi and Vinod Kothari, Introduction to Securitization, Published by Wiley Finance*
4. *Peter S. Rose & Milton H Marquis: Money & Capital Markets, MCGraw- Hill International.*
5. *Jinkay, Joseph F.Jr.: commercial Banks Financial Management, Prentice Hall, New Delhi.*
6. *Mishkin frederics S.: The economics of banking & financial Markets, Harper Collins, New York.*

MB 866	W.T.O. & INTERNATIONAL LAWS	L	T	P	C
		3	0	0	3

Syllabus

Unit-I: Introduction to commercial Diplomacy

International Trade and Investment Theories

INTERNATIONAL TRADE LAWS AND INSTITUTIONS: International Trade Organizations -

International Trade Law - Regional Trade Institutions

Regional Economic Integration

Unit-II: NATIONAL TRADE LAWS AND INSTITUTIONS IN INDIA: Other Major

Developed Countries - Key Developing Countries

HISTORY OF TRADE POLICY: History of Trade Thought

BUSINESS/GOVERNMENT RELATIONS: Framing the Issues

Unit-III: GLOBAL TRADING SYSTEM: Dispute Settlement in Trade - Trade Remedies -

Operation of the World Trade Organization - Compliance of WTO agreements by member countries

ADVANCED TOPICS IN TRADE POLICY: Cutting Edge Issues - Trade & Competition -

Trade & Social Issues

Unit-IV: PROMOTION OF TRADE AND INVESTMENT

Trade Promotion - Trade Finance - Investment Promotion Programs

GLOBAL BUSINESS MANAGEMENT

Managing Government Relation in the Global Economy

Unit-V: INTERNATIONAL ENTERPRISES & GOVERNMENT POLICY

Strategic Alliances and Government Policy - Multinational Corporations & Compared Market Systems.

Reference

1. International Trade Law by Indira Carr, Cavendish Publishing, UK.
2. A Test of Indian Commercial Diplomacy by Kishan. S Rana



3. the WTO and International Trade Law/Dispute Settlement by Marroidis, Peters C and Sykes alano – Edward Eiger Publishing
4. Law of International Trade by Jason chuah
5. India's Foreign Trade Problems, CS Nagpal, Anmol Publications.
6. International Business – Justin Paul.

MB 867	TOTAL QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3

Syllabus

The History and importance of Quality – Defining Quality – Quality as Management frame work- Three levels of Quality – Quality in Manufacturing – Quality in services – The Deming Philosophy – Juran Philosophy – Crosby Philosophy – other Quality Philosophers – Quality Management Awards and frame works - Quality in practice - The Importance of Customer Satisfaction and loyalty – Creating and identifying customers – Understanding customers needs – Customer Relationship Management – Leadership for Quality – Strategic Planning – 7 Quality Management and tools – Advanced Quality Tools(5S, 5W2H, 3Mus)- JIT, Kanban, Kaizen, Kairo, Lean, BPRE, QFD, FMEA –QMS, EMS - Six Sigma- Quality Practice: Bringing Process Management to Education – Statistical Foundation — Basic and other tools for process improvement – SPC Methodology – SQC - Quality Practice.

Reference

1. Dale H. Besterfield, Total Quality Management, Pearson Education 1st Edition
2. James R.Evans & William M.Lindsay “The Management and Control of Quality” 6th Edition, Thomson Press, 2006.
3. Bureau of IS Guidelines for ISO 9000 implementation.
4. Quality Management – Kanishka Bedi.

MB 868	SIX SIGMA	L	T	P	C
		3	0	0	3

Unit I

Six Sigma – The new paradigm, methodology- Definitions and concepts – Origin, Development and Renewal – Scope, Structure and methodology

Unit II

Six Sigma in Manufacturing and Service Industries – Organizing Six Sigma – adding value to Product and services - strategy - Core and enabling process

Unit III

Customer – External and Internal customers - Customer satisfaction to customer loyalty - Determining critical and Quality characteristics - working with customers and suppliers

Unit IV

Vision and benefits of Six Sigma - Implementing Six sigma in practice – Strategy of Quality Improvement – Process Improvement

Unit V

The Ultimate Six sigma - 12 areas of business excellence – Indicators to Robust metrics
Obsolete tools - Champions of Quality – Quality assurance - world class Results - examples

Reference

1. Keki.R. Bhote, The Ultimate Six Sigma-Beyond Quality Excellence to Total Business Excellence, PHI Learning private Ltd., New Delhi (2008)
2. Deepali Desai, Six Sigma, Himalaya publishing House, Mumbai (First Edition 2010)



3. Peter S. Pande, Robert P. Neuman, Roland R Gavanagh, Tata Mc Graw Hill (2003)
4. Greg Brue, Design for Six Sigma, Tata Mc. Graw Hill
5. Geoferry Tennant, Six Sigma – SPC & TQM in Manufacturing and Services, Gower Publishing Ltd., England (2001)



MB 869	ORGANIZATION STRUCTURE AND DESIGN	L	T	P	C
		3	0	0	3

Objective

The objective of this course is to understand the relationship of organization structure, design and change. To get exposed to the concept of evolving organization structure and design

Syllabus

UNIT-I INTRODUCTION

The principles of organization structure and design.

UNIT-II CONCEPTS

Understanding the concept Evolution of Organization structure and design in the IT Sector.

UNIT-III DIFFERENT TYPES OF ORGANIZATION STRUCTURE AND DESIGN

Collaborative organizational design.

UNIT-IV APPLICATIONS

Application to the social enterprises.

UNIT-V PROBLEMS AND CHALLENGES

Case analysis, case discussions, Book Reviews, Article Reviews, Seminar presentations on the current topics and literature review at regular intervals is to be carried out.

Reference

1. Aquivas P G, Organization structure and Design: Applications ad Challenges
2. Philip Sadler< Designing the foundation for Excellence: Kogan Page
3. Geoff Cape, Growth, Change and Organization Structure.

MB 870	SOCIAL ENTREPRENEURSHIP	L	T	P	C
		3	0	0	3

The objective of the course is to expose the participants to the theories and practices of social enterprises and understand the challenges.

UNIT-I INTRODUCTION

Social innovations and the social entrepreneurship. Interview the social innovators who have initiated the innovations in profit, non profit, Government, Non Government organizations.

UNIT-II BUSINESS CONCEPTS

Business concepts and skills for the social sector. The adaptation of business concepts to serve the social objectives. How to create social value?

UNIT-III HOW TO FINANCE

Social entrepreneurship financing. Mobilizing the resources for the social cause.

UNIT-IV GROWTH OF SOCIAL ENTREPRENEURSHIP

Growth and sustainability of social ventures.

UNIT-V MEASUREMENT

Measurement of the impact of social ventures. Case analysis, case discussions, Book Reviews, Article Reviews, Seminar presentations on the current topics and literature review at regular intervals is to be carried out. .

Reference

Jane C. Wei-Skillern, James E Austin, Herman B, Leonard, Howard H Stevenson ,
Entrepreneurship in the Social Sector, Sage Publications, 2007

David Bornstein, How to change the world: Social Entrepreneurs, Oxford University Press, 2007

Gregory J. Dees, Jed Emerson, Enterprising Non-Profit: A tool kit for social entrepreneurs, John Wiley, 2001

MB 871	INTERNATIONAL MARKETING	L	T	P	C
		3	0	0	3

Objective:

To expose the students to the concepts of international marketing.

UNIT I

The concept of International Marketing – GLOCAL marketing – emerging opportunities in international marketing

UNIT II

WTO -Economic environment – International Marketing Research – Decision making process – market selection-Entering international markets

UNIT III

Product strategy - product quality – Building brands in international markets – pricing decisions -International logistics and distribution – Communication (6)

UNIT IV

Export Import Policies-International trade - risk management

UNIT V

Export procedure – documentation – Infrastructure – Emerging issues

Reference

Rakesh Mohan Joshi, “International Marketing”, Oxford University Press, 2005

MB 872	CROSS-CULTURAL MANAGEMENT	L	T	P	C
		3	0	0	3

Objectives

- Develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes
- Develop behavioral and cognitive skills to operate in the cultures of key countries
- Apply his /her understanding of cultural nuances to managerial / leadership effectiveness, interpersonal communication / negotiations, designing systems and structures, HR practices, etc.

Unit 1

Understanding Culture

- Introduction
- Key Concepts
- Determinants of Cultural Identity

Unit - 2.

Studies of National Culture

Unit - 3.

Implications for Management Theory and Practice

- Adjusting to the New Culture
- Cultural Relativity of Management Theory
- Competencies for Global Manager

Unit – 4

Culture – concept, definitions, levels

Cross-cultural management – content, approaches.

Dimensions of a cultural difference

Culture and identity – social and personal identity, nature and role of stereotypes

Unit – 5

Culture, HRM and learning – HRM in multicultural environment, culture shock, intercultural training, expatriation and repatriation

Cooperation and culture – problems of cooperation, culture and strategy

Leadership in international context



Culture and diversity

Cross-cultural research – Metodology

Reference

1. GALLOIS, C. -- CALLAN, V. J. Communication and culture : a guide for practice
Chichester John Wiley & Sons
2. GATLEY, S .Comparative Management: A Transcultural Odyssey London McGraw-Hill



MB 873	INTERNATIONAL TOURISM MANAGEMENT	L	T	P	C
		3	0	0	3

Unit I

Globalization & tourism sector Globalization & the business world, the tourism industry,- challenges, Factors affecting Global & regional tourist movements, Demand and origin factors,- destination & resource factors. Contemporary trends in international tourist movements.-The emergence of international hotels & tourisms .Historical aspects, development of chains,- development abroad, airline connection .-Political aspects of the international travel, tourism –

Unit II

Barriers to travel, tourism investment & business, regulations, international organizations-dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations,

Unit III

Political stability, travel advisories, political risk, crisis management-International hotels - Balancing global & local perspectives -Operating in a multinational-environment International rules & regulations -a brief study

Unit IV

Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions,- business protocol, cultural considerations in negotiations-International tourism sales & marketing -Market research, developing an international-marketing strategy, understanding various travel distribution systems viz GDS, product positioning

Unit V

Global competition & the future -Long -term tourism growth trends, tourism growth in major- regions, transportation developments, technology & automation, Development issues, tourism & the environment.

Reference



A.K. Bhatia (2001), International Tourism Management, Sterling Publishers Pvt. Ltd., New Delhi.

Alan Clarke and Wei Chen (2007), International Hospitality Management, Macmillan Company

MB 874	INVESTMENT AND DIVIDEND DECISION	L	T	P	C
		3	0	0	3

Objectives

- Understand the scope, goals and objectives of Financial Management (Investment & Dividend)
- To provide expert knowledge on concepts, methods and procedures involved in using Financial Management for managerial decision-making.
- To gain knowledge of international monetary and financial system

Unit I - INVESTMENT DECISIONS: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison.

Unit II - Capital rationing; Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity;

Unit III - Costs, Benefits and Risks analysis for projects, Linking investment with customer's requirements, Designing Capital Structure.

Unit IV - The impact of taxation, potential changes in economic factors and potential restrictions on remittance on these calculations, Capital investment real options, Venture Capital financing, Hybrid financing / Instruments

Unit V- DIVIDEND DECISIONS: Issues in dividend decisions, Walter's model. Gordon's model. M-M hypothesis. dividend and uncertainty, relevance of dividend; dividend policy in practice; Forms of dividends; stability in dividend policy; Corporate dividend behaviour. Concept of retained earnings and plough back of profits.

Reference

1. Prasanna Chandra, Financial Management, 5/e, Tata McGraw-Hill, 2003
2. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003
3. Bodie, Kane, Warcus: Investments Tata McGraw-Hill, New Delhi, 2002,
4. Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2003.
5. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.,
6. I.M. Pandey, Financial Management, Vikas Publishing House, 2003.
7. MY Khan and PK Jain, Financial Management: Text and Problems, Tata Mc Graw-Hill Publishing Co, 2003.
8. V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2003.
9. Richard Pike & Bill Neale: Corporate Finance & Investment-Decisions and Strategies, 2/e, PHI, New Delhi, 2002.
10. Alexander : Fundamentals of Investment 3/e Pearson Education

	EXPORT MANAGEMENT	L	T	P	C
MB 875					
		3	0	0	3

Unit I - Understanding International Trade Environment: Introduction, Need for export Management Nature, Features, process and functions of Export Management, The essence of Export Management, Multilateral Trading System, Institutional Framework for Multinational Trading System: WTO. **Export – Import Policy:** Legal Framework for Foreign Trade of India, Export-Import Policy, Main Provisos of Export Import Policy, Preferential Trading Arrangements and India's Export

Unit II - Organizing Export Firm: Nature of Export Firm, Setting-up an Export Firm, Procedure for allotment of Importer-Export Code Number, Registration of Export Firm, Under Sales Tax Law, Under Central Excise Law, With Export Promotion Council . **India's Foreign Trade:** Significance of Foreign Trade, Exports – The only way to Economic Growth, Conditions for Export Growth of Developing Countries

Unit III - Export Strategies: Trends in India's Exports, Analysis of Trends in Exports and Imports, Direction of India's Exports, Medium Term Export Strategy, Select Target Export Products, Target Markets for Select Export Products and India's Competitors, Starting Export Business: Tips for Export Marketing

Unit IV- Product Identification for Exports: Concept of Product, Product Classification, Product Mix, Product Branding, Packaging and Labeling, Product Life Cycle, Criteria for Selection of Product for Export **Processing of an Export Order:** Nature of Export Order, Export Agreement and Export Contract. **Export Finance:** Nature of Export Finance, Pre-Shipment Finance. **Pre-Shipment Export Documentation:** Need of Export Documentation, Type of Pre-Shipment Documents, Standardized Pre-Shipment Export Documents

Unit V - Shipment of Export Goods: Central Excise Clearance Procedure, Procedure for Excise Clearance in the case of Exempted Units, Procedure for Excise Clearance in the case of Units other Exempted Units, Central Excise Clearance with or without examination, Documents required for Central Excise Clearance, Clearance under claim of rebate without examination, Clearance under claim of rebate under Central Excise Seal, Processing of ARE-1 by the Customs Officer, Claiming Rebate, Excise Bond/Letter of Undertaking, Clearance of Goods under Excise Bond without examination, Clearance of Goods under Excise Bond with Excise Seal, Customs Clearance of Export Shipment, Documents Required for Customs Clearance, Short and Shut Out Shipments. **Export Incentive and Facilities':** Duty Drawback, Duty Free Replenishment Certificate, Duty Entitlement Pass Book, Market Access Initiative, Duty Free Import Entitlement, Recognition of Exporters

Reference

- 1.International Marketing and Export Management (6th Edition) by Gerald Albaum and Edwin Duerr
- 2.Import/Export For Dummies by John J. Capela
- 3.Export Management by P.K Khurana



4. Managing Exports: Navigating the Complex Rules, Controls, Barriers, and Laws by Frank Reynolds
5. Export-Import Theory, Practices, and Procedures by Belay Seyoum
6. Mastering Import and Export Management by Thomas A. Cook
7. Global Management: Strategic and Interpersonal by Helen Deresky

MB 876	RISK MANAGEMENT & DERIVATIVES	L	T	P	C
		3	0	0	3

UNIT I

RISK MANAGEMENT: Risk- Uncertainty- Peril- Hazard- Subjective risk- Acceptable risk versus Unacceptable risk-Classification of risk- Classification of Pure risk- The cost of risk-Degree of risk-Meaning- Scope & Objective of Risk Management- Personal risk management- Corporate risk management-Risk Management Process.

UNIT-II

Administration of Risk Management Process- influencing factors- constrains-monitoring and review-Risk Identification- Perception of risk- Operative cause/perils- Safety Audit-Risk Evaluation - Presentation of Data- Probability Concepts- Risk and Law of large number-Risk Control-Risk avoidance- Risk reduction- Classifications- Evaluation of risk reduction measures- Risk Financing- Retention-Determination of retention levels.

UNIT III

Financial Risk Management: Definition - Source of financial risk- Need & Importance of Financial Risk Management-Tools for Financial Risk Management: Derivatives- Futures- Swaps- Options- Role of Chief Risk Officer- Integrated Risk Program- Double triggers option.

UNIT-IV

Mechanics of Future Markets – Overview of derivatives-Financial Derivatives Market in India – Regulation of financial derivatives in India -Hedging Strategies of Futures – Interest rates – Forward and Future Prices - Short term and Long term Interest rate futures – Foreign Currency Future

UNIT-V

Swaps and Options –Strategies involving Options – Options Pricing Models - Binomial trees – Wiener processes and Ito’s lemma – The Black-Scholes-Merton model – Option on Stock indices, Currencies, and future credit derivatives –Interest rate derivatives-the standard market models – Models of the short rate.

References

1. Principles of Risk Management & Insurance – George E. Rejda.
2. Risk Management & Insurance- Scott Harington.
3. Risk Management & Insurance- C. Arthur Williams.
4. John C.Hull, Options, Futures, and Other Derivatives, Prentice Hall India. Sixth Edition , 2007



5. S.L Gupta, Financial Derivatives theory, concepts and problems, Prentice Hall, Fourth Edition, 2007

MB 877	HUMAN RESOURCE INFORMATION SYSTEM	L	T	P	C
		3	0	0	3

Objectives:

To understand the principles of HRIS and how they are to be implemented in organizations.

UNIT I INTRODUCTION 6

Introduction - Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Survey of software packages for Human Resource Information System including ERP Software such as SAP

UNIT II DATA MANAGEMENT 6

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

UNIT III HR MANAGEMENT PROCESS & HRIS 6

Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System’s support for Planning & Control

UNIT IV HR MANAGEMENT PROCESS II 6

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

UNIT V IMPLEMENTATION OF HRIS SYSTEMS 6

Security of Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome- Orientation & Training Modules for HR & other functionaries; Importance & content of HRIS & SMEs – Analytical Framework; HRIS & Employee Legislation; An Integrated View of HRIS

Total = 30

References

1. A Handbook of Human Resource Management Practice, “Michael Armstrong”, Kogan Page
2. Managing and Measuring Employee Performance - Understanding Practice “Elizabeth HOULDSWORTH, Dilum JIRASINGHE”, Kogan Page.



3.Accountability in Human Resource Management, “Jack J Phillips”, Gulf Professional Publishing.

MB 878	PRODUCT AND BRAND MANAGEMENT	L	T	P	C
		3	0	0	3

Syllabus:

UNIT - I

Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting
Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation

UNIT - II

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation
New Products: New Product Categories, Organization for Product Management,, prototyping, New Product Development Process, test marketing

UNIT - III

Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names

UNIT - IV

Brand Awareness-Types of Brand Awareness, Brand Image- Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing, sustaining Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

References:

1. C.Merle Crawford ,New Product Management
2. Donald Lehmann, Product Management, Tata Mac Graw Hill
3. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity
4. Urban, Hauser, and Dholakia, N. Essentials of New Product Management



5. Murphy, John, Brand Strategy, Cambridge, The Director Books
6. NichololasInd, Living the Brand

MB 879	MODELS OF CONSUMER BEHAVIOUR	L	T	P	C
		3	0	0	3

Syllabus:

1. The Economic model.
2. Learning model.
3. Psychoanalytic model.
4. The sociological model.
5. The Howard Sheth model of Buying Behaviour.
6. The Nicosia model.
7. The Engel - Kollat - Blackwell Model.
8. Engel, Blackwell and Miniard (EBM) model.

Reference

1. Consumer Behavior, Schiffman, L.G. and KanukL.L., Prentice Hall, India.
2. Consumer Behavior, Concepts and Applications, Loudon, D.L. and Bitta, A.J.D, Tata McGraw Hill.
3. Consumer Behavior and Marketing Startegy, Peter, J.P. and Olson, J.C., ,Schiffman, L.G. and KanukL.L., Prentice Hall, India.

MB 880	DEMAND MANAGEMENT	L	T	P	C
		3	0	0	3

Demand management-Is demand worth the effort?-principles of demand planning-principles of communicating demand-principles of influencing demand, managing and prioritizing demand-Multiple view of demand-measurement of demand plans-demand collaboration-the human quotient-planning strategies for managing uncertainty-performance measurements-role of technology-demand collaboration-demand consensus and integration-values of demand information in plant form products supply chain-seasonality models of new product diffusions: shrinking seasonal split and product mix approaches-demand management of approach to sales forecasting derived versus independent demand-a model of supply chain management-tools of sales forecasting management-management costs.

Reference

David A. Vines (2012). Demand Management: Stagflation. Taylor & Francis.

Sharma RK (2009). Demand Management- Supply Constraints and Inflation. Global India Publications Pvt. Ltd., New Delhi.

Colleen Crum and George E. Palmatier (2003). Demand Management Best Practices: Process, Principles and Collaboration. J. Ross Publishing

John T. Mentzer and Mark A. Moon (2005). Sales forecasting management – A Demand management approach. Sage Publications.

Evren Ozkaya (2008). Demand Management in Global Supply Chain. UMI- Proquest.

MB 881	TURNAROUND STRATEGY	L	T	P	C
		3	0	0	3

Unit-I

The troubled industrial scenario- the Background of Liberalization- recession- a brief view of The Sick Industrial Companies Act 1985 (SICA) and the Board for Industrial and Financial Reconstruction (BIFR). Reasons for underperformance leading to sickness: external internal/ technical financial/ managerial personal. Recognition of the Danger signs:

Unit-III

Turnaround: concept (positive reversal)- elements of turnaround; The Two fold : Symptomatic (cost cutting measures; layoffs and closures) or Systematic: (low cost, product differentiation and quality leadership).

Phases of Turnaround: Assessment phase- Formulating strategy- Implementing strategy.

Choosing appropriate strategy: Strategic Turnarounds/ Operational turnarounds

Unit-IV

The five Kinds of TAS:

Diversification- (Concentric and conglomerate);

Restructuring: (organizational/portfolio/ Financial);

Mergers and Acquisitions;

Amalgamation,

Joint Venturing.

Case studies: Tata Motors-Jawaharlal Nehru Port Trust, Tamil Nadu Mercantile Bank; IBM, Chrysler, Glaxo.

Unit-V

Role of ERP and its scope in Turnaround strategy-Case studies: BAAN, SAP, RAMCO

Reference

B.S.Patil, Strategic Management, 2011. (pages 176-189)

Case Studies on Turnaround Strategies Vol. I, Edited by : Shanul Jain .2012.

Text Book of Strategic Management, UC Mathur, Macmillan India Ltd. 2005.

MB 882	BUSINESS MODEL	L	T	P	C
		3	0	0	3

UNIT I

BM and its importance to firms

Definition of BM

The need for BM

Choice between new technology or new BM

Ease of BM for implementation compared to business transformation

UNIT II

Integration of management disciplines in BM

Foresight & vision analysis (based on SWOT analysis)

Effects of innovation in one on other involving: processes, cost structure, revenues, BM

Choice of one will have effect on others; Operational excellence for optimum combination

Evolution of BM over time specific to industry structure

BM in the ecosystem of the business

UNIT III

Fundamentals of BM

Major elements of BM (Offering, Market position, Value chain & Finance as interlocking elements)

Effect of properties of BM on profit formula

Changes of ecosystem on the need for BM change (defensive or lead taking)

BM Innovation

Challenges to meet through BM Innovation (Example: Tata Nano's introduction)

Continuous trial-error on BM (Examples: Google)

Patterns of BM and Open BM

Approaches to BM Innovation

Suitability features of different BMs

UNIT IV

Building up BM Innovation

1. Strategy development in BM environment (through foresight & visioning)
2. Market expansion with perspectives of BM Innovation (through new product / service choice; Blue Ocean Strategy)
3. Customer value propositions (through Ideation: defining & realizing them)
4. Business value propositions (through suitable profit formula & Operational Excellence)

5. Financial performance excellence (through mitigating risks and uncertainties)
6. Value management (through idea, product, business management)
7. Developing innovation capabilities (through managing 7S's and monitoring Innovation)
8. Entrepreneurship as success index of BM Innovation

UNIT V

Practicing BM Innovation

1. Ideation originating from external drivers and internal capabilities, and BM elements
2. Foresight & Visioning (SWOT analysis)
3. Business modeling with focus on:
 - 3.1. Stakeholders' values
 - 3.2. Value- creation, capturing, delivery and realization
4. Business case in consideration of multiple scenarios and value management options
5. Business plan formulation

Reference

1. Janszen, F. and Degenaaars, G., 2010. *A Practical Guide to Innovation Excellence*, Stichting CIM, Delft, ISBN 978-90-816519-1-2.
2. Osterwalder, A. and Pigneur, Y., 2009. *Business Model Generation*, John Wiley & Sons Inc., Hoboken, New Jersey. ISBN: 978-2-8399-0580-0. (Now available in India: *Business Model Generation: A Handbook for Visionaries Game Changers, and Challengers*, Wiley India Pvt. Ltd.; Price: approximately Rs 500)
3. Bridgeland, D.M. and Zahavi, R., 2009. *Business Modeling – A Practical Guide to Realizing Business Value*, Elsevier, Inc.
4. Bucharer, E., 2010. *Business Model Innovation – Guidelines for a Structured Approach*, Shaker Verlag GmbH, Achen.
5. Johnson, M.W., Christensen, C.M. and Kagermann, H., 2008. Reinventing Your Business Model, *Harvard Business Review*, December 2008, pp 51-59.



MB 883	MANAGEMENT INFORMATION SYSTEMS & ERP	L	T	P	C
		3	0	0	3

LEARNING OBJECTIVES:

- To understand the basic concepts of Information Systems applicable to Management
- To study the design, development and security of Management Information Systems
- To learn about the various modules in Enterprise Resource Planning System
- To Practice Data processing using MS-Excel and MS- Access

SYLLABUS:

UNIT I

Information System in the Enterprise – Digital Convergence and the changing business environment – Perspectives on information systems – Business perspective on information systems – Dimensions of information systems - Contemporary Approaches to Information Systems – Learning to Use Information Systems – New Opportunities with Technology – Major types of Systems in Organizations – ESS – DSS – MIS – TPS – Systems from a functional perspective – Introduction to BPO & KPO – Case studies.

UNIT II

Information Technology Infrastructure – Levels of IT infrastructure – Evolution of IT infrastructure – Technology drivers of infrastructure evolution – Managing data resources – Organizing data in a traditional file environment – The data base approach to data management – Types of data bases – Hierarchical and network DBMS – Object oriented data bases – Designing data bases – Distributing Data bases – Database trends – Data warehouses and Data mining – The web and the hyper media databases – Linking internal databases to the web – Cost benefit consideration – Data administration – Case Studies

UNIT III

The knowledge management landscape – Important dimensions of knowledge – Knowledge Management value chain – Types of knowledge Management Systems – Enterprise wide Management Systems – Structured and Semi structured knowledge Systems – Knowledge network Systems – Knowledge work Systems – Intelligent techniques – Expert Systems – Case based reasoning – Fuzzy logic Systems – Neural networks - Genetic Algorithms – Hybrid AI Systems – Intelligent agents –

UNIT IV

Decision making & Decision support Systems – Systems for decision support – Group decision support Systems – Executive support in the enterprise – Management Opportunities challenges &



Solutions – Case studies.-Systems as planned organizational change – Business process reengineering & process improvement – Overview of Systems Development – System analysis – Systems design - Alternative System Building Approaches – Traditional Systems life cycle – Proto typing – End user development

UNIT V

Information Systems security & Control – Systems vulnerability & Abuse – Internet vulnerabilities – Wireless security challenges – Malicious software – Hackers and Cyber vandalism – Computer crime and Cyber terrorism – Business value of security & control – Technologies & tools for security and control – Access Control – Firewalls, Intrusion Detection systems – Encryption and public key infrastructure – Case studies-Enterprise Resource Planning – Introduction – Related Technologies – ERP Modules – Benefits of ERP – ERP Market – ERP Implementation Lifecycle – Future Directions in ERP – ERP

Case studies

- Design & Development of Human Resource Information Systems for an Educational Institution
- Design & Development of Marketing Information Systems for an Company
- Design & Development of Financial Information Systems for an Enterprise.
- Design & Development of Information Systems
- A study of Enterprise Information Planning Systems in a Company

Lab Exercises

- Practice the use of MS Excel Spreadsheet
- Practice the use of MS Access Database
- Graphs using MS Excel
- Application of Formula in MS Excel
- Breakeven Analysis using MS Excel
- Creation of Table in MS Access
- Calculation of Net Margin using MS Excel

Reference

1. Kenneth C. Laudon & Jane P.Laudon – Management Information Systems-Managing the Digital Form-Eighth Edition, Eastern Economy Edition
2. Alexis Leon, Enterprise Resource Planning – Tata McGraw Hill Publishing Co. Ltd., New Delhi – 2005
3. Raymond Meleod, JR Information Systems – Mac Millan Publishing Co. ltd – 4th Edition.
4. Gerald V.Post David L. Anderson, Management Information System-Solving Business Problems with Information Technology – Tata McGraw Hill Publishing Co. ltd, New Delhi



5. Gordon B.Davis Margrette H.Olsan, Management Information System, Conceptual Foundations, Structure & Development – Second Edition – Tata McGraw Hill Co. Ltd, New Delhi



MB 884	ERP IMPLEMENTATION	L	T	P	C
		3	0	0	3

COURSERATIONALE:

This subject explains the concepts, strategies and issues involved in planning, implementing and managing systems.

COURSE OBJECTIVES:

At the end of the course on “Enterprise Resource Planning” the student will learn and understand the following.

- ERP in Indian Companies
- ERP Architecture
- Establishing Need for ERP
- Business Case for ERP
- ERP Life Cycle
- ERP and Business Process Reengineering
- ERP Implementation Process
- Post ERP Implementation

SYLLABUS:

UNIT I

Introduction to ERP Systems - Role of ERP in Business –Advanced ERP –ERP and E-Commerce – ERP Architecture – ERP Technologies

UNIT II

Need Analysis – Scope of ERP Modules – Materials Management Module – BOM Module – Production Module – Account Module – Payroll Module – After Sales Service Module – Banking Module – Marketing Module – Finance Module - Business Case for ERP System

UNIT III

SDLC - ERP Life Cycle – Project Management and Monitoring - ERP Vendor and Software Selection – Market Dynamics and Competitive Strategies - Hidden Costing

UNIT IV

Significance of BPR – BPR Principles and Practices – BPR and ERP with IT - Implementation Process and Strategies – ERP Project Management

UNIT V

Guidelines of ERP Implementation - Post ERP Implementation Methodology – Change Management – Post Implementation Review, Support, Maintenance and Security –Related Technologies –Emerging Trends and Future of ERP.

REFERENCE



1. D.P.Goyal, “Enterprise Resource Planning –A Managerial Perspective” Tata Mc Graw Hill, 2011.
2. Jyotindra Zaveri, “Enterprise Resource Planning” – Himalaya Publishing House, 2011.
3. Vinod Kumar Garg, N.K.Venkitakrishnan, “Enterprise Resource Planning, Concepts and Practice” -Prentice – Hall of India Pvt Ltd, 2008.
4. Ellen F.Monk, Bret J.Wagner “Enterprise Resource Planning” engage Learning, 2009.
5. Mahadeo Jaiswal, Ganesh Vanapalli, Text book of “Enterprise Resource Planning” Macmillan, 2010.

MB 885	ENTREPRENEURIAL VENTURES IN THE IT AND ITES SECTORS	L	T	P	C
		3	0	0	3

Syllabus:

Readings in connection with the Recession in Europe/down turn in the East and the Middle East countries.

The mind sets of IT entrepreneurs in India and the Middle East- the entrepreneurial ventures envisaged.

The historical background of IT innovative ventures since 2000 in the Middle East.

The gaps in the IT service providers and IT service requirements of the industries in the Middle East.

The challenges both economical and social faced by the IT entrepreneurs.

The challenges in the start up and sustenance of new IT ventures.

Reference

Case studies in IT sector entrepreneurs in India and Middle East

PC Quest

The Directory of SSI and MSMEs, India 2010

The economic environment of the Middle East Nations.

Any other relevant readings in the course of the research.



MB 886	INFORMATION RISK MANAGEMENT	L	T	P	C
		3	0	0	3

PREREQUISITE

Basic understanding of Information Security and Management concepts

Purpose

The purpose is to understand the information risk management while handling and processing information and implementing security

INSTRUCTIONAL OBJECTIVES

1. To gain the knowledge about Information risk
2. To gather knowledge while collecting data about organization
3. To perform analysis on Information risk and devise methods to mitigate risk

UNIT I – INTRODUCTION (9 hours)

What is Risk? –Information Security Risk Assessment Overview- Drivers, Laws and Regulations- Risk Assessment Frame work – Practical Approach.

UNIT II - DATA COLLECTION

The Sponsors- The Project Team- Data Collection Mechanisms- Executive Interviews- Document Requests- IT Assets Inventories- Profile & Control Survey- Consolidation.

UNIT III - DATA ANALYSIS

Compiling Observations- Preparation of catalogs- System Risk Computation- Impact Analysis Scheme- Final Risk Score.

UNIT IV - RISK ASSESSMENT

System Risk Analysis- Risk Prioritization- System Specific Risk Treatment- Issue Registers- Methodology- Result- Risk Registers- Post Mortem.

UNIT V - SECURITY AUDIT PROCESS

Pre-planning audit- Audit Risk Assessment- Performing Audit- Internal Controls- Audit Evidence- Audit Testing- Audit Finding- Follow-up activities.

REFERENCE

1. Mark Talabis, “Information Security Risk Assessment Toolkit: Practical Assessments through Data Collection and Data Analysis”, Syngress; First edition, ISBN: 978-1-59749-735-0, 2012.
2. David L. Cannon, “CISA Certified Information Systems Auditor Study Guide”, John Wiley & Sons, ISBN: 978-0-470-23152-4, 2009
3. Mather, Kumaraswamy, Latif. (2009). *Cloud Security and Privacy: An Enterprise Perspective*. Sebastopol, CA: O’Reilly Media, Inc. ISBN: 978-0-596-80276-9



4. Calder, A. and Watkins, S. (2008). *IT Governance: A Manager's Guide to Data Security and ISO27001/ISO27002*, 4th ed. London: Kogan Page. ISBN: 978-0-7494-5271-1
5. Gregory, P. (2010). *CISSP Guide to Security Essentials*. Boston, MA: Course Technology. ISBN 13: 978-1-435-42819-5
6. Mayer, N., Heymans, P., &Matulevicius, R. (2007). Design of a modelling language for information system security risk management. In Proceedings of the 1st International Conference on Research Challenges in Information Science (RCIS 2007) (pp. 121-131).

MB 887	ADOPTION OF IT	L	T	P	C
		3	0	0	3

Purpose:

To understand the strategies adopted by corporations to embrace newer technologies

Instructional Objectives:

- To understand the role of ICT in organizations
- To formulate strategy for ICT design and implementation
- To understand cloud computing models and implementation

Unit I Introduction

ICT and Organization: processes and factors, Technology Trends, ICT in Organizations

Unit II Role of ICT

Role of ICT in developing countries, determinants of likelihood and intensity of ICT adoption in SMEs; impact of ICT in SMEs, factors influencing the adoption new information technologies

Unit III ICT Adoption

Adoption : from exploration to decision making, Design and Implementation of ICT systems and applications, Organizational integration.

Unit IV e-commerce and e-business

Business Models; Adoption: Translation of Business Models in Practice, e-commerce and e-business: Adoption and Use; e-government: Government in Networks of Information, Communication and Transaction, Strategic Possibilities of ICT for Government

Unit V Cloud Computing

Adoption of Cloud Computing : Introduction, terminology, cloud models; business value of cloud, security issues, Adoption approaches; changing role of the Service Management Organization, changing role of Enterprise Architecture team; cloud computing adoption issues survey, Road map and evaluation framework

Reference

1. "Information & Communication Technology in Organizations", Harry Bouwman, Bart Van De Wijngaert, Jan Van Dijk, Sage Publications, 2005
2. "Strategies for cloud computing adoption", Faith J Shimba, LAP Lambert Academic Publishing, 2010
3. "The white book of Cloud Adoption" , Fujitsu Services Ltd., 2011
4. "Factors influencing the adoption of new information technology in the staffing industry", Ph.D dissertation of Dr Benjamin B Adegoke, Capella University, 2007



5. “Diffusion and Adoption of Information Technology”, Proceedings of the first IFIP W 8.6 working conference on the diffusion and adoption of information technology,Oslo,Norway,Oct 1995

MB 888	ADVANCED STATISTICS	L	T	P	C
		3	0	0	3

Objectives:

The objective of the paper is to make research scholars of Management studies intelligent users of multi-variate statistical techniques. The research scholars are expected to be friendly user of SPSS statistical package.

Unit-I:

Multi-Variate Data-Definition, Observation and data, levels of measurement, detecting outliers and data cleaning, Transformation to normality, mean vector, variance-covariance and correlation matrices.

Unit-II:

Regression Analysis-Fitting of simple and multiple linear regression models, binary, multinomial and ordinal logisture regression models and principal regression model.

Unit-III:

Analysis of Interdependence-principal component analysis, explanatory and confirmatory factor analysis, cluster analysis, conjoint analysis, multidimensional scaling and attribute based perceptual mapping.

Unit-IV:

Analysis of dependence- canonical correlation analysis, structural equation models with latent variables, analysis of variances and discriminate analysis.

Unit-V:

Application of multivariable statistical techniques in marketing, economics, HR, operation and finance through article reviews.

Reference

1. James Latting, J.Douglas Cavvol and Paul E Green, Analyzing multivariable Data, Thomsom, Fivol.Indian Reprint, 2007.
2. Richard A. Johnson and Dean W.Wichern, Applied Multivariable statistical analysis, Pearson, 5th edition.

MB 889	DISABILITY MANAGEMENT	L	T	P	C
		3	0	0	3

Syllabus:

Unit – I

Understanding Disability - People with Disabilities and their Environment - Approaches, Models and Systems of Rehabilitation - Roles and Responsibilities of Different Stakeholders

Unit – II

Causes of disability - Classification of major causes - Occupational Health - Prevention of disabilities – The magnitude of disability - On- set of disability - Prevalence of disability - Incidence of disability

Unit – III

People with disability and society - Disability: sociological perspectives: culture, society, individual social interaction & everyday life social groups social processes, social change, social meaning of impairment & interpretation of disability. - Social barriers for integration. - Indian society in transition

Unit – IV

Approaches to disability rehabilitation - Society and legislation for persons with disabilities- Approaches, Models and systems of Rehabilitation - Understanding Management systems and techniques - Dimensions and Constituents of Rehabilitation Management

Unit – V

Rehab Psychology - Scope and objectives - Implications - Socio-psychological aspects of disability - Rehab guidance & counseling- Meaning & scope - Family Counseling - Group Counseling - Genetic Counseling - Role of an effective counselor - Participatory Approach - Family and persons with disabilities - Needs of family having a person with disabilities - Role of family in promotion of comprehensive rehabilitation - Strategies for promoting family participation

REFERENCE

1. Comprehensive Disability Management, 1e [Paperback] Henry G. Harder (Author), Liz R. Scott (Author)
2. Disability Management: Theory Strategy & Industry Practice [Paperback] - Dyck (Author)
3. Disability Management and Workplace Integration: International Research Findings- Thomas Geisen, Henry George Harder



4. Principles and practices of disability management in industry- Donald Eugene Shrey, Michel Lacerte
5. Disability management: theory, strategy and industry practice- Dianne E. G. Dyck, Heidi Borner

MB890	GLOBAL HRM	L	T	P	C
		3	0	0	3

Objectives:

This course will help the research scholar to get exposure on how global businesses realize the huge Human resources potential they can tap in the developing nations. GHRM is emerging as a crucial factor since organizations are run by people across races , nations and cultures.

UNIT I

Global Human Resource Management – Concept, Nature, Scope – Difference between International HRM, Global HRM & Domestic HRM – International Business Structure – Types of Multinational Structure –Reckoning with Diversity in MNCs- Developing Global HRM strategies – Case Studies –

UNIT II

Globalization & HRM – Stages in Internationalization of Business – Global HRM Approaches Hofstede’s cultural dimension theory – Reich’s new world order- Porter’s Diamond- - Cross Cultural Implications – Culture and Organization Performance – Case Studies

UNIT III

Staffing of Multi Nationals – Planning, Recruitment & Selection – Trends in International Staffing – Training & Development – Training Strategies – Expatriate Training – Cross Cultural Training – Trends in Training for Competitive Advantage – Case Studies

UNIT IV

Performance Management in International Organizations – Variables influences performance of expatriate – International Compensation management – Variables influences Compensation – issues in compensation – Case Studies

UNIT V

Repatriation – Concept – Benefits from Returnees – Challenges of Re-entry – Repatriation process – Managing Repatriation – International Industrial Relations – Nature & Approach – Case Studies

Reference



1. International HRM, K.Aswathappa& Sadhna Desh, Tata McGraw Hill, 2010
2. International HRM, S.C. Gupta, Mac Millan, 2010
3. International HRM, Peter J. Dowling, Denice E.Welch, Thomson Leaning, 2010
4. Global HRM, Culture & Diversity , Hofsted, Tata McGraw Hill, 2010

MB 891	COMPUTER SIMULATION	L	T	P	C
		3	0	0	3

objectives

This course provides the discrete and continuous system, generation of random variables, analysis of simulation output and simulation languages. This course work is designed to help the researcher to understand the application of simulation and modeling to financial decision making.

Unit 1. Introduction to Simulation

Continuous and discrete systems, System simulation, Real time simulation, Types of Simulation Models, Steps in simulation Study, Phases of a simulation study, Advantages of simulation, Limitations of the Simulation Technique, Areas of applications

Unit 2. Simulation of Continuous Systems

Queuing system, Markov chains, Differential and partial differential equations

Unit 3. Random Numbers

Random Numbers, Random Number Tables, Pseudo Random Numbers, Generation of Random Number, Testing Numbers for Randomness, Uniformity Test, Chi-square test, testing for auto correlation, Poker Test

Unit 4. Verification and Validation of Simulation Models

Model building, verification and Validation, Verification of Simulation Models, Calibration and Validation of Models

Unit 5. Analysis of Simulation Output

Estimation methods, Simulation run statistics, Replication of runs, Elimination of internal bias and Simulation languages. Basic concept of Simulation tool, Discrete systems modeling and simulation, Continuous systems modeling and simulation, Data and control, Hybrid simulation, Feedback systems: typical applications.

Text Books:

Jerry Banks, John S. Carson, Barry L. Nelson, David M. Nicol “Discrete -Event system simulation”, Pearson education.



Reference

G. Gorden, "System Simulation", Prentice Hall of India M. Law and R.F.Perry, "Simulation: A problem-solving approach", AddisonWesley publishing company.M. Law and W.D. Kelton, "Simulation Modeling and analysis", McGrawHill, 1991.



MB 892	ADVERTISING RESEARCH	L	T	P	C
		3	0	0	3

Objective:

The objective of the study is to understand the basic insight of advertising to enhance the knowledge in the area research.

Unit I: Foundations

The Nature and Process of Research - Research Ethics

Unit II: Sources of Information

Secondary Research – Sampling

Unit III: Qualitative Research

Collecting Qualitative Insights - Focus Groups - Analysis of Qualitative Data

Unit IV: Quantitative Research

Data Collection through Observation: Human and Automated

Data Collection through Observation: Biometrics

Survey Research - Measurement - Asking Questions

Questionnaire Design – Experiments

Quantitative Data Analysis: Descriptive Statistics

Quantitative Data Analysis: Inferential Statistics

Unit V: Applied Topics

Segmentation - Brand Maps - Concept and Benefit Testing - Post-Production Advertising

Testing and Optimization - Presenting Research



Reference

1. Joel J.Davis, Advertising Research: Theory & Practice, Prentice Hill, 2nd Edition, 2011.
2. S.A. Chunawalla, Advertising, Sales and Promotion Management, Himalaya Publishing House, 2009.

MB 894	CHANGE MANAGEMENT IN AUTOMOBILE INDUSTRY	L	T	P	C
		3	0	0	3

Objective:

This course will help the research scholar to understand the process of change management in the automobile industry. To identify the challenges and the problems faced by the industry in implementation of change.

Unit I:

Introduction – What is Change Management? _ Change management process – Types of changes - Historical development – strategic planning –From project to product – use of information technology – change management in product development – product design – new product management

Unit II:

Techniques of change management – Car launch change management - change in channels

Unit III:

Best practices of change management companies in different countries - factors influencing Successful and failures in change management

Unit IV:

Identification of the cases in automobile industry written analysis and seminar presentation.

Unit V:

Literature review of the Articles and book reviews related to the topic. Written and Seminar presentation

Reference

1. John Hayes, (2010) The Theory and Practice of Change Management
2. John Kotter - Change Management Theory – Management Change Model
3. George Roth & Art Kleiner, Car Launch: The Human Side of Managing Change, Oxford University Press

MB 895	OPERATIONS MANAGEMENT IN AUTOMOBILE INDUSTRY	L	T	P	C
		3	0	0	3

Objective:

This course will help the research scholar to understand the operations practices of the automobile industry. To identify the challenges and the problems faced by the industry.

Unit I:

Introduction – Historical development – manufacturing systems – strategic planning –From project to product – information technology – product development – product design – new product management

Unit II:

Procurement techniques – maintenance - e – procurement - TQM- Learning curve – quality control-

Unit III:

Supply chain management – production and delivery planning – material resource planning – after sales service – spare part management. Best practices of companies in different countries

Unit IV:

Identification of the cases in automobile industry - written analysis and seminar presentation.

Unit V:

Literature review of the Articles and book reviews related to the topic. Written and Seminar presentation

Reference

Gobetto Marco, (2014), Operations Management in Automobile Industry, Springer

MB 896	EMPLOYEE ENGAGEMENT	L	T	P	C
		3	0	0	3

Course Objective

Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. The present course aims to provide an introduction to the theoretical and behavioural concepts of Employee Engagement.

Unit I: The Psychology of Engagement

Introduction to engagement – Engagement and positive psychology – Antecedents and Drivers of Engagement - rationale of employee engagement at work.

Unit II: Employee engagement –the HR Implications

Strategic HRM and employee engagement – Human Resource development and Employee Engagement – Job design and Employee Engagement – Leadership and Employee engagement

Unit III: Employee Engagement – theoretical context

Framework of employee engagement - Models of employee engagement –Motivation theories and employee management.

Unit IV: Employee engagement an international perspective

Measuring engagement – Implementation plan – Barriers to employee engagement – Sustaining employee engagement.

Unit V : The practice of Employee engagement

Role of Organization culture – Employee engagement in multinational organisations. Organizational best practices in Employee Engagement.

REFERENCE

Employee Engagement Theory and Practice – edited by Catherine Truss, Rick Delbridge, Kersten Alfes, Amanda Shantz, Emma Soane, Routledge Publications.

Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage , William H Macy, Benjamin Schneider, Karen M Barbara. Wily Blackwell.

Employee Engagement: Fredric P Miller, Agmes F Vandome, John McBrewster, Alphascript Publishing



Intrinsic Motivation at work - what really drives employee engagement by Kenneth W Thomas,
Berrett-Koehler Publishers, Inc.

MB 897	SERVICE QUALITY MANAGEMENT	L	T	P	C
		3	0	0	3

Unit I:

Definition – Services – Business Need – Complementary Services, Service mix, - Dimensions – Nature of Services – Characteristics of services - Differences between services and manufacturing – quality in services.

Unit II:

Service organization – structure of service organizations – Education, Healthcare , Hospital, public sector organization – service qualities models – Servqual model - Moore’s service quality model – Service journey model – Behavioral model – Service delivery model – Customer Perception Model – service specialists.

Unit III:

Measuring and monitoring services quality – The Real test of service quality – Maruthi in repair services. 5 gap analysis – Servqual model (developed by parasuraman) – service – performance – process (SPP) map. Kaiser performance in medical services, survey on customer satisfaction.

Unit IV:

Instruments for service quality management Top Management and strategies support (Quality Leadership) , Quality Improvement Rewards – Quality information – Process Management – Service Design – Work force management – supplier relationship – customer involvement – Application of Designing principle to health care system – TQM in service – Participative management, Customer Process Improvement and use of teams.

Unit V:

Global perspective on service quality management – Strategic plan for world class service management – customer service strategy for a world class company customer relationship management – customer leadership management – QFD, ISO9001 – fail safing blue printing, line of accessibility – case study relating to Hotel, Restaurants , Resorts, Air side Management – Pharmaceutical companies.

REFERENCE

1. Philip Kotler – Marketing Management – 11th Edition – Pearson.
2. V.S.Ramaswamy, 3 Namakumari, Marketing Management Global perspective – Indian concept. 3rd Edition – Mcmillan Business Books 2005.
3. Levis and Booms (1983) Parasuraman , Zeithaml and Bery 1985,1988 ASQ The global voice of quality.



4. Peterkenzelmann, kundenbindung German, Auflage Berlin, cornelsen verlag skriptorg MBH & Co KG 2008 journal of operations management 1998 No.16 PP583-597.
5. Bureau of IS guidelines for ISO implementation, R.P Mohanty and R R Lakhe.
6. TQM in the service sector – Jaico Publishing House Mumbai.

Web Sites:

www.jaicobooks.com

www.darpg.nic.in

www.pearsoned.co.in

www.pearsoned.co.in/ Poornimam Charatimath

www.iupindia.org (for magazines & Journals)

www.newagepublishers.com

Journals:

International journal of operations and Productions management

Journal of quality management

Total quality management - McGraw Hill Series .Inc

International Review of Administrative Sciences

The journal for Quality and Participation

Sloan management review

British journal of management

MB 898	GREEN MARKETING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

After this course on Green Marketing the learner will be able to:

- Comprehend and apply effective marketing techniques to clean energy economy businesses.
- Develop a personal brand that drives demand for services.
- Develop and implement a marketing strategy and plan.
- Set up a professional website that generates quality leads that enhances products and services.
- Present the value and benefits of green: alternative energy sources, energy efficiency, safe and non-toxic products, sustainable services, products and processes.
- Develop skills in green Marketing practices

UNIT I :

Introduction to green marketing-strategic green planning-environment and consumption - Green Product- Green Behaviour- the government's role and the initiatives taken- Green, Is it a business opportunity? -Five shades of green consumers-Segmenting the green consumers, based on Green interest- Green consumer's motives-Buying strategies of green consumers- Case Studies

UNIT II:

Green Marketing paradigm- Designing green products- A life cycle Approach:
Life cycle strategies for sustainable product design-Case Studies

UNIT III:

Innovate for Sustainability: eco-design to eco- innovation- Five strategies for eco- innovation- The challenges of communicating with sustainability-Fundamentals of green marketing-strategies of sustainable marketing communication.-Case Studies

UNIT IV:

Establishing Credibility- Partnering:
Green wash- strategies for establishing credibility for sustainable branding of green products- Partnering for success-Case Studies

UNIT V:

Sustainability Leaders addressing the new rules-Green marketing :A beginning or the new order of the day- Conclusion

Delivery mode: The course is discussed through a combination of Lectures - Case Studies- Presentations, Industry visits, Field visits- Discussions and Debates - Assignments-Mini Projects-Experiential Learning through Internships.

REFERENCEBOOKS:

1. Jacquelyn Ottman - Berrett 'The New Rules Of Green Marketing:Strategies,Tools, and Inspiration For Sustainable Branding', Koehler Publishers, February 14, 2011
2. Jacquelyn A. Ottman ,'Green Marketing: OpportUnity for Innovation',2nd edition, NTC Business Books, 1998.

3. John Grant , 'The Green Marketing Manifesto, Wiley, John & Sons, Incorporated August 31, 2009.
4. Joel Makower, 'Strategies for the Green Economy: OpportUnities and Challenges in the New World of Business,- McGraw-Hill, October 5, 2008
5. Chris Arnold,'Ethical Marketing and The New Consumer Wiley, 2009
6. Richard Seireeni -, 'The Gort Cloud: The Invisible Force Powering Today's Most Visible Green Brands' - Chelsea Green Publishing, February 17, 2009
7. Diane Martin and John Schouten 'Sustainable Marketing', Prentice Hall, April 28, 2011
8. Sigmund Wagner - Taylor & Francis , 'Understanding Green Consumer Behaviour' by April 16, 2007

MB 899	B2C E-COMMERCE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

This subject focuses on business strategies and models in business-to-consumer (B2C) internet electronic commerce. It analyses the elements of success through intensive study of examples of successful internet retailing.

UNIT I:

Introduction to B2C Strategies and models: Electronic Commerce definition and scope , Target audiences, Selection of countries , sectors and firms, Business models.

UNIT II:

Internet Retailing in Australia, Denmark and Greece: Introduction, Overview of firms, Environmental issues, business model, key business drivers and threats, innovation factors and processes, website features, customer perspectives, future prospects.

UNIT III:

Internet Retailing in Hong Kong , China ,United Kingdom and United States: Introduction, Overview of firms, Environmental issues, business model, key business drivers and threats, innovation factors and processes, website features, customer perspectives, future prospects.

UNIT IV:

Internet Retailing in India: Present day Scenario and future prospects, Review of literature and articles on e-tailing from journals.

UNIT V:

Evaluating Websites and surveying customers online: Evaluating commercial websites, Factors influencing consumer adoption of online retailing, Internet customer surveys, Research Model and Theoretical Implications: Adoption Models for B2C e-commerce, Analysis of all factors across categories, Theoretical implications.

REFERENCE

1. Ceppi, Sofia, David, Esther, Podobnik, Vedran, Robu, Valentin, & Shehory, Onn. (2015). Agent-mediated Electronic Commerce: Designing Trading Strategies and Mechanisms for Electronic Markets: AMEC 2013, Saint Paul, MN, USA, May 6, 2013, TADA 2013, Bellevue, WA, USA, July 15. Springer-Verlag New York Inc.
2. Plunkett, J. W. (2013). Plunkett's E-Commerce & Internet Business Almanac 2013: E-Commerce & Internet Business Industry Market Research, Statistics, Trends & Leading Companies. Houston: Plunkett Research, Ltd.
3. Turban, E., King, D., Lee, J., Liang, T.-P., Turban, D. C., & Lang, J. (2012). Electronic commerce 2012: A managerial and social networks perspective. Boston: Pearson.



4. Reynolds, J. (2004). The complete e-commerce book: Design, build & maintain a successful Web-based business. San Francisco: CMP Books.
5. Elliot, S. (2002). Electronic commerce: B2C strategies and models. Chichester: John Wiley & Sons.

MB 900	BUSINESS ANALYTICS	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

After studying this course students will be able to:

Gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Become familiar with the processes needed to develop report and analyze business data.

Understand how to use and apply selected business analytics software for Finance, Marketing, Operations and Human Resources Management.

Introduction to Predictive Analytics Software (PASW)-Forecasting-Modeling-Statistical Methods-Finance-Marketing-Operations-HR Analytics

UNIT I:

Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mindset required for a business analytics profession

UNIT II:

Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

UNIT III:

Introduction to Data, Text and Web mining - Performance Management

UNIT IV

Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Predictive Analytics Software (PASW)

UNIT V

Finance – Marketing – Operations – Human Resource analytics using PASW

REFERENCE

1. E.Turban, R.Sharda, J.Aronson, and D.King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery, "SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons

MB 901	DIFFUSION OF INNOVATION	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

The scholar should be in a position to

1. Understand building blocks of innovation.
2. Be familiar with processes and methods of creative problem solving: observation, definition, representation, ideation, evaluation and decision making.
3. Be familiar with creative and innovative thinking styles.
4. Comprehend the adoption process of innovations and rate of adoption of innovations.
5. Role of social media in diffusion of innovation and 4Es of Marketing.

UNIT I: THE GENERATION OF INNOVATIONS

The Innovation Development process -Recognizing a problem or need- Basic and Applied research- development – Commercialization- Diffusion and Adoption- Consequences.

UNIT II: THE INNOVATION-DECISION PROCESS

Needs or Awareness of Innovation-Types Of Knowledge About An Innovation-Early Versus Late Knower Of Innovations-Persuasion Stage-Decision Stage-Implementation Stage-The End Of Implementation-Re-Invention-Confirmation Stage-Dissonance-Discontinuance.

UNIT III: ATTRIBUTES OF INNOVATIONS AND THEIR RATE OF ADOPTION

Economic factors and Rate of Adoption-Status Aspects of Innovations- Relative Advantage and Rate of Adoption-Effects of Incentives-Compatibility with Values and Beliefs-Compatibility with Previously Introduced Ideas-Compatibility with Needs-Compatibility and Rate of Adoption-Technology Clusters-Naming an Innovation-Positioning an Innovation.

UNIT IV: INNOVATIVENESS AND ADOPTER CATEGORIES

The S-curve of adoption and normality-the method of adopter categorization-innovators: venturesome-early adopters: respectable-early majority: deliberate -late majority; skeptical-laggards: traditional-characteristics of adopter categories-Socioeconomic characteristics-.Personality variables-Communication behavior.

UNIT V: EQUALITY IN THE CONSEQUENCES OF INNOVATIONS

The Issue of Equality in Development Programs-The Communication Effects Gap and the Consequences of Diffusion-Gap-Widening Consequences of the Adoption of Innovations-



REFERENCE

1. Rogers, E.M. (1995). Diffusion of innovations (4th ed.). NY: The Free Press
2. Foster, R. "The S Curve: A New Forecasting Tool." Chapter 4 in Innovation: The Attacker's Advantage. New York, NY: Summit Books, 1986. ISBN: 9780333435113.
3. Moore, Gordon. Crossing the Chasm. New York, NY: Collins Business, 2002. ISBN: 9780060517120.
4. Christensen, Clayton. "Exploring the Limits of the Technology S-Curve. Part 1 Component Technologies." Product and Operations Management Journal 1, no. 4 (1992): 334-357.
5. Christensen, Clayton. The Innovator's Dilemma. Boston, MA: Harvard Business School Press, 1997. ISBN: 9780875845852.
6. Christensen, C., and M. Raynor. "Managing the Strategy Development Process." The Innovator's Solution. Boston, MA: Harvard Business School Press, 2003. ISBN: 9781578518524.
7. Gawer, A., and M. Cusumano. Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation. Boston, MA: Harvard Business School Press, 2002. ISBN: 9781578515141.



MB 902	DIVERSITY MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

After studying this course, students will be able to understand framework and process related to diversity management.

UNIT I:

THE GLOBAL CONTEXT FOR DIVERSITY MANAGEMENT - Diversity Legislation in a Global Perspective: Equality and Fairness in Employment - Discrimination, Equality, and Fairness in Employment: Social Policies and Affirmative/ Positive Action programs - Global Demographic Trends: Impact on Workforce Diversity - Socioeconomic Transitions: The New Realities of the Global Workforce

UNIT II:

Defining Diversity in a Global Context: Prejudice and Discrimination - Theoretical Perspectives on Diversity and Exclusion in the Workplace - Culture and Communication in the Global Workplace – Global socio cultural differences.

UNIT III:

Interpersonal Relationships in a Global Work Context – characteristics of global workforce – need for global workforce – challenges of global workforce

UNIT IV:

Managing A Diverse Workforce In The Global Context—The Inclusive Workplace - An Overview of the Inclusive Workplace Model: Managing the Globalized Workforce Diversity - The Inclusive Workplace: Level I—Inclusion Through Diversity Within the Work Organization - The Inclusive Workplace: Level II—Inclusion Through Corporate-Community Collaborations

UNIT V:

The Inclusive Workplace: Level IV—Inclusion Through International Collaborations – methods to develop a non-discriminative work environment – affirmative action policy - role of government – role of NGOs.

REFERENCE

1. Michelle E Mor Barak (2014). Managing Diversity - Toward a Globally Inclusive Workplace Third Edition by, Strategies for Maximizing the Potential of Today's Diverse Workforce, Sage Publications, Inc.
2. Thomas, K. T. (2008). Diversity Resistance in Organizations. Taylor & Francis, New York, NY.
3. Thiederman, S. (2008). Managing Diversity: People Skills for a Multicultural Workplace.



Kaplan Publishing, New York, NY.

MB 903	ORGANIZATION DEVELOPMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

After studying this course, students will be able to understand various theories of organization development, models, measurement techniques and evaluation process.

UNIT I:

OVERVIEW OF COURSE AND INTRODUCTION TO OD, · OD defined, · Growth and relevance of OD, · Short history of OD, · Evolution of OD

UNIT II:

The Nature of Planned Change - Theories of Planned Change - Lewin's Change Model - Action Research Model - The Positive Model - Comparisons of Change Models - Planning and Implementing Change - Evaluating and Institutionalizing Change - Different Types of Planned Change

UNIT III:

The Process of Organization Development - Entering and Contracting - Entering into an OD Relationship - Clarifying the Organizational Issue - Selecting an OD Practitioner - Developing a Contract - Diagnosing Organizations - Open Systems Model - Organizations as Open Systems - Diagnosing Organizational Systems - Organization Environments and Inputs

UNIT IV:

DESIGNING INTERVENTIONS; LEADING AND MANAGING CHANGE -- How to Design an Effective Intervention - · Overview of Interventions (Human Process, Techno-structural, Human Resource, Strategic management - **Interpersonal and Group Process; Organization Process Approaches** - · Process Consultation, and -Team Building - · Appreciative Inquiry -- Large Group Interventions -- Organization Conflict Meeting, and Intergroup Relations Interventions

UNIT V:

Evaluating and Institutionalizing Organization - Development Interventions - Evaluating Organization Development Interventions - Implementation and Evaluation Feedback - Measurement -Research Design -Institutionalizing Organizational Changes -Institutionalization Framework –

REFERENCE

Cummings, Thomas G. & Christopher G. Worley (C & W). (2008). Organization Development and Change. 9th ed., West Publishing Co, Minneapolis/St. Paul.



Mee-Yan-Cheung-Judge, Linda Holbeche. (2011). Organization Development: A practitioner's Guide for OD and HR, Kogan Page Limited.

MB 904	SOCIAL PSYCHOLOGY	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

1. Develop a historical understanding of key social psychological concepts and theories.
2. Gain a working and critical knowledge of concepts, theories, and methods of social psychology.
3. Apply critical thinking skills to social psychological concepts and methods.
4. Understand the interplay of the social and psychological.
5. Learn and integrate material from a variety of sources (e.g., readings, assignments, observations, peers, the instructor, and discussions).
6. Develop an appreciation and enthusiasm for social psychology.

UNIT I:

Definition, Nature, Origin and Development. Social Psychology in Indian context.

UNIT II:

Understanding and Evaluating the Social World Social cognition, Perception, Attitudes and Attitudes change.

UNIT III:

Aspects of Social Interaction and Influence Interpersonal attraction. Prosocial behavior, Aggression. Changing others behavior.

UNIT IV:

Group Dynamics and Intergroup Relations Nature of groups, Consequences of belonging-performance, decision making, cooperation and conflict. Nature of intergroup relation-prejudice, intergroup conflict, Intervention techniques.

UNIT V:

Communication: Verbal and Non-verbal Strategies. Language and Social Interaction. Barriers to Communication. Aggression: Determinants: Personal and Social; Theoretical Perspectives: Biological, Trait, Situational and Social Learning; Control of Aggression. Helping Behaviour: Determinants: Personal, Situational and Socio-cultural Determinants; Bystander Effect. Theoretical Perspectives: Exchange and Normative.

REFERENCE

1. Baron. R.A. , Byrne, D.& Bhardwaj. G (2010).Social Psychology (12th Ed).New Delhi: Pearson



2. Deaux.K & Wrightsman, L. (2001).Social Psychology. California: Cole Publishing
- Misra, G. (1990) .Applied Social Psychology. New Delhi: Sage.
3. Misra, G. (2009). Psychology in India, Volume 4: Theoretical and Methodological Developments (ICSSR survey of advances in research). New Delhi: Pearson.
4. Taylor,S.E., Peplau,L.A. & Sears,D.O. (2006). Social Psychology (12th Ed). New Delhi: Pearson.
5. Singh, A. K. (1996). Adhunik Samajik Manovigyan Ki Rooprekha (3rd edition). Varanasi: Motilal Banarsi Das.
6. Tripathi, L. B. (1992). Adhunik Samajik Manovigyan Agra: National Psychological Corporation.



MB 905	SELF LEARNING	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

1. Understand the psychological basis for learning and relate with human development at different stages.
2. Develop good comprehension of learning theories, creativity and group learning processes.
3. Understand the process of creating massive open online courses and John Ebersole's Taxonomy of MOOCs.

UNIT I:

Objectives of learning- Introduction-Meaning and Definition of Educational psychology-Nature of Educational Psychology-Scope of Educational Psychology. Methods of studying psychology of learning-Introspection Method- Observation Method-Experimental Method.

UNIT II:

Human Development- The Concept of Growth and Development- Principles of Growth and Development- Stages of Development- Developmental Characteristics of Children and Adolescents: Physical, Cognitive, Emotional and Social aspects Developmental Characteristics of Infancy (Birth to 2 Years) Developmental Characteristics of Early Childhood (Age 2-6 Years) Developmental Characteristics of Late Childhood (Age 6-12 Years)Developmental Characteristics of Adolescents (Age 12-18Years) Role of the Teacher in Facilitating Growth and Development

UNIT III:

Concept of learning (Meaning, Definition, Characteristics, Types)-Nature of learning- Process of learning-Learning curve- Learning Theories- Transfer of Training- Maturation as factor in Learning-Attention and Perception as factor in Learning-Motivation as factor in Learning-Fatigue as factor in Learning-Mental processes relating- Memory-Forgetting- Imagination-Reasoning-Personality- Definitions of Personality Characteristics of Personality- Traditional theories of personality type theory- Trait theory-Self Concept. Concept of Intelligence- Nature of Intelligence-Functions of Intelligence-Measurements of intelligence- Uses of Intelligence tests- Concept of Creativity- Definition of Creativity- Nature and Characteristics of Creativity- Characteristics of Creative Personality- Process of Creativity- Measurement of Creativity- Uses of Creativity test-Group Dynamics- Process of Group Dynamics- Importance of Group Dynamics- Group Mind- Meaning- Importance of Group Mind-Techniques of Group Learning-Co - operative Learning- Group Discussion.

UNIT IV:

Self directed learning-Nice critical steps in SDL-assessing readiness to learn, learning styles, learning contracts, assessment, motivation-Learning Contracts. Learner managed courses-self instruction courses-Forms and methods of independent learning.

UNIT V:

Definition of MOOCs-Components of a MOOC-Designing MOOCs: Some Considerations- Design Strategy for MOOCs-Instructional Design Philosophy for MOOCs - Integrating Sophisticated E-Learning Technologies in MOOCs -MOOCs: Course Structure and Flow- Designing MOOCs – An Example -The Design Approach for MOOCs-John Ebersole’s Taxonomy of MOOCs- Learning Nuggets- Story-Based Learning-About Simulations-About Game-Based Learning- 3D Animations and Virtual World

REFERENCE

1. Aggarwal J. C. (2004) Psychology of learning & development, Shipra Publishers, N. Delhi
2. Bhatia KK (1989) Educational Psychology & Techniques of teaching, N. Delhi
3. Bhatnager Suresh & Saxena Anamika (2007) Advanced Educational Psychology, R Lall Book Depot, Meerut
4. Bhatnager R, P. Educational Psychology, Meenakshi Publications, Kanpur
5. Bhattacharya Srinibas (2002): Psychological Foundations of Education, Atlantic Publishers, N. Delhi
6. Cascio, Wayne F. & Agunis Herman- Applied Psychology in Human Resource Management, Prentice Hall of India, N. Delhi
7. Chauhan SS (1990) Advanced Educational Psychology, Vikas Publication House, N. Delhi
8. Chatterjee SK: Advanced Educational Psychology
9. Crow LD & Crow A- Educational Psychology
10. Hergenhahn BR & Olson Matthew H: An introduction to Theories of Learning, Prentice Hall of India, N. Delhi III
11. An Introduction to Educational Psychology, 6th edition, Tata McGraw Hill Publ, Lefrancois Guy, R: Theories of Human learning
12. Mangal SK: Educational Psychology, Prentice Hall of India, N. Delhi
13. Mangal SK: Essentials of Educational Psychology, Prentice Hall of India, N. Delhi
14. Woolfolk AR (1995) Educational Psychology, 6th edition, Allyn & Bacon, Boston
15. Hammond, M. & Collins, R. (1991). Self-directed learning: Critical practice. London: Kogan Page Limited.
16. Knowles, M.S. (1986). Using learning contracts: Practical approaches to individualizing and structuring learning.
17. Simpson, O. (2000). Supporting students in open and distant learning. London: Kogan Page Limited.
18. Baume, D. (1994). Developing learner autonomy. SEDA Paper 84. Birmingham: Staff and Educational Development Association Publications.
19. Brockett, R.G. & Hiemstra, R. (1991). Self-direction in adult learning: Perspectives on theory, research, and practice. London: Routledge.
20. Gibbs, G. (1992). Independent learning with more students. Developing teaching: Teaching more students. TM



MB 906	EMPLOYEE RETENTION	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

To understand the imperatives of organizations to retain talent so carefully identified and avowedly nurtured in organization;

To study the factors that lead employees to leave organizations hopping to others.

To study the policies and practices of successful organizations in India that have reasonably succeeded in the past;

To suggest to institutions of higher learning appropriate strategies for promoting employee retention.

UNIT I:

Definition of Employee retention- its evolution and importance;

The challenges organizations face in finding and retaining talent-

Factors affecting employee retention.

UNIT II:

Objectives of retention; Principles of Retention Management- Theories and Models supporting organizational practices in India and abroad- Join stay and Leave Model. Employee retention best practices.

UNIT III:

Issues in Higher Education in finding talent and retaining them- HR policies regarding career Plans- Motivational Factors(Herzberg theory and Equity theory)- Organizational climate enhancing Brand loyalty-

UNIT IV

The challenges of HR to retain talented and experienced faculty in Organizations- with special Reference to institutes of higher learning; Retention Programs and retention tools (employee survey / exit survey).

UNIT V

Employee retention strategies- 360 degree Appraisal- Career growth aligned with organizational vision- Robert Half's Four sided strategies of employee retention:

a) New Hire orientation: on boarding; Mentoring.

b) Corporate culture: employee compensation; Pay system communication; employee recognition; work life balance; Training and development; creating a safe to fail environment.



- c) Employee communication: communication at workplace; change management; office rumours.
- d) Teamwork : value of teamwork at work place; Team goals; common goals; Team buy ins; Team building; Staying positive; Team diversity.

REFERENCE

1. Robert Half, Finding, hiring and keeping best employees, Wiley, I edition, 1993, Pp.240.
2. Get Les Mckeown, Predictable Success: Getting Your Organization on the Growth Track-And Keeping It There Kindle edition, Greenleaf Book Group Press (March 4, 2014, pp256.
3. Cascio, W.F. 2006. Managing Human Resources: Productivity, Quality of Work Life, Profits (7th ed.). Burr Ridge, IL: Irwin/McGraw-Hill.
4. Mitchell, T.R., Holtom, B.C., & Lee, T.W. 2001. How to keep your best employees:
5. Shiny Nair, Employee Retention -- ArticlesBase.com . www.articlesbase.com/human-resources-articles/employee-retention-995426.html 2013-11-26 23:28:57: 12 - 9:.
6. Breugh, James A., and Mary Starke. "Research on Employee Recruitment: So Many Studies, So Many Remaining Questions." *Journal of Management* (2000): 305-434. Web. 12 Mar. 2011.
7. www.employeeRetentionStrategies.com
8. www.RetentionConnection.com
9. www.HighRetention.com
10. www.Retention.NaukriHub.com

MB 907	CONFLICT MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

After undergoing the course the scholar is expected to

1. To identify traditional and contemporary theories of conflict and conflict in project management.
2. To demonstrate fluency in the use of terms, frames, and concepts relating to conflict.
3. To describe methods used to analyze conflict situations and design a model.
4. To understand the underlying principles to consider when conducting a conflict management program
5. To identify and demonstrate knowledge, skill, and ability in using emerging models of conflict management especially relating to millennials and intergenerational conflict.

UNIT I: Theoretical concepts of culture, multi culture, cross culture, conflicts and conflict management

Introduction-Perception-Nature and styles of conflict-Cultural Differences-Communication and Saving Face-Power Dynamics-Uncertainty avoidance-Cross-Cultural Management-Cross Cultural Differences and their implications.

UNIT II: Project Management in Cross Cultural environment

Managing International Projects-Implications in Project Management-Culture, Morality, and Religion-Organizational Conflict Resolution-Negotiation-Facing difficult conflicts-Managing Impasses-Introduction to mediation skills-Organizational Issues Minimized by Cross-Cultural Management-Benefits of Cross-Cultural Management

UNIT III: Impact of conflicts in cross cultural environment and resolution approaches

Productive and destructive conflicts-Understanding conflict modes-Organization culture-Organizational Issues Minimized by Cross-Cultural Management-Benefits of Cross-Cultural Management-Conflict Analysis, Assessing group conflicts-Mediation, Facilitated Discussion About Sources of Conflict-Qualities of peacemakers, Leadership-Conflict Handling and Resolution Approaches-Cross-Cultural Conflicts and Issues-Cross-Cultural Issues and Dimensions-Individualism versus Collectivism-Addressing Cross-Cultural Conflicts and Issues

UNIT IV: Conflict resolution models

Abraham Maslow's pyramid (1954)-Edward Halls' main concepts-Geert Hofstede's pyramid of mental programming-Philippe d'Iribarne's different logics (1989) -Fons Trompenaar's seven dimensions of culture-Henry Mintzberg's six organizational configurations-Big Five Personality Test-Open Extended Jungian Type Scales-Woodworth Psychoneurotic Inventory- Short Dark Triad-Narcissistic-personality Inventory-Artistic PReference Scale-Four Temperaments Test-Cattell's 16 Personality Factors Test-Rosenberg Self-esteem Scale-Exposure Based Face Memory Test-Fundamental Interpersonal Relations Orientation Enneagram of Personality-Table of similar systems of comparison of temperaments-Myers-Briggs Type Indicator-Keirsey Temperament Sorter-Personality Plus-Five Temperaments-Antisocial personality disorder-



Egotism-Gaming the system-Malevolent creativity-Social dominance orientation- Johari's Window-DISC-"Emotional Intelligence" Model-Thomas Kilman – Conflict Mode Instrument.

UNIT V:

Millennial demographic profile, needs, values- Intergenerational conflict-resolution of intergenerational conflict.

REFERENCE

1. Cross Cultural Differences and Implications for Managing International Projects ,F. T. Anbari (The George Washington University), E. V. Khilkhanova (Eastern-Siberian State Academy of Culture and Arts). M. V. Romanova (State University of Management), S. A. Umpleby (The George Washington University)
2. Brookfield, S.D. (1995). Becoming a critically reflective teacher. San Francisco, California: Jossey Bass Inc.
3. Handbook of Conflict Management – William J. Pammer Jr., Jerri Killian, Marcel Dekker, 2003
4. Aritzeta, Swales & Senior, Team Roles: Psychometric Evidence, Construct Validity and Team Building (2005)

MB 908	WASTE MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

1. Identify key sources, typical quantities generated, composition, and properties of solid and hazardous wastes;
2. Identify waste disposal or transformation techniques (landfills and incinerators);
3. Recognize the relevant regulations that apply for facilities used for disposal, and destruction of waste;
4. Conduct invasive and non-invasive site investigation and understand permitting process for constructing landfills;
5. Identify and design Solid and Hazardous Waste Landfills (RCRA Subtitle D and C) including closure, post-closure, and rehab issues;
6. Estimate typical waste disposal costs; and
7. Identify recycling and reuse options (composting, source separation, and re-use of shredded tires, recycled glass, fly ash, etc.).
8. Biomedical waste management is included to provide a comprehensive outlook for the scholar.

UNIT I SOLID WASTE:

Definition of solid wastes - types of solid wastes - Sources - Industrial, mining, agricultural and domestic - Characteristics. Solid waste Problems - impact on environmental health -Concepts of waste reduction, recycling and reuse

UNIT II COLLECTION, SEGREGATION AND TRANSPORT OF MUNICIPAL SOLID WASTES:

Handling and segregation of wastes at source. Collection and storage of municipal solid wastes; analysis of Collection systems Transfer stations - labeling and handling of hazardous wastes.

UNIT III MUNICIPAL SOLID WASTE MANAGEMENT :

Solid waste processing technologies. Mechanical and thermal volume reduction. Biological and chemical techniques for energy and other resource recovery: composting, vermin composting, termigradation, fermentation. Incineration of solid wastes. Disposal in landfills: site selection, design, and operation of sanitary landfills; Leachate and landfill gas management; landfill closure and post-closure environmental monitoring; landfill remediation. Regulatory aspects of municipal solid waste management.

UNIT IV HAZARDOUS WASTES:

Hazardous waste definition. Physical and biological routes of transport of hazardous substances - sources and characterization categories and control. Sampling and analysis of



hazardous wastes - analytical approach for hazardous waste characterization - proximate analysis - survey analysis - directed analysis - analytical methods.

UNIT V HAZARDOUS WASTES MANAGEMENT:

Sources and characteristics: handling, collection, storage and transport, TSDF concept. Hazardous waste treatment technologies - Physical, chemical and thermal treatment of hazardous waste: solidification, chemical fixation, encapsulation, pyrolysis and incineration. Hazardous waste landfills - Site selections, design and operation. HW reduction, recycling and reuse, Regulatory aspects of HWM.

UNIT VI BIOMEDICAL WASTE MANAGEMENT:

Biomedical waste: Definition, sources, classification, collection, segregation Treatment and disposal.

UNIT VII RADIOACTIVE WASTE MANAGEMENT:

Radioactive waste: Definition, Sources, Low level and high level radioactive wastes and their management, Radiation standard by ICRP and AERB

UNIT VIII E-WASTE MANAGEMENT:

Waste characteristics, generation, collection, transport and disposal.

REFERENCE

1. Hazardous waste management Charles A. Wentz. Second edition 1995. McGraw Hill International.
2. Integrated solid waste management George Tchobanoglous, Hilary Theisen a Samuel A. Vigil.
3. Criteria for hazardous waste landfills - CPCB guidelines 2000.
4. Hazardous waste management by Prof. Anjaneyulu.
5. Environmental Sciences by Daniel B. Botkin and Edward A. Keller. Wiley student. 6m edition- 2009.
6. Standard handbook of Hazardous waste treatment and disposal by Ham M. Freeman, McGraw Hill 1997.
7. Management of Solid waste in developing countries by FrankFlintoff WHO regional publications 1976.

MB 909	ENVIRONMENTAL IMPACT ASSESSMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE:

1. To provide a basic understanding of the EIA process as it is used for research, planning, Project or program evaluation, monitoring, and regulatory enforcement.
2. To introduce research scholar to the legal, economic, administrative and technical process of preparing and/or evaluating environmental impact documents.
3. To relate the uses of scientific research to practical situations in project planning and decision making.

UNIT I:

Introduction to EIA & Audit, Environment & Industries, Input information, Plant operation, Environmental Management planning, Waste Streams impact on water bodies.

UNIT II:

Environmental Impact Assessment planning. Activities, Methodology for Environmental Impact Assessment, Role of Environmental Engineering firm, Role of Regulatory agencies & control boards. Role of the Public.

UNIT III:

Environmental Audit: Introduction, Environmental information Purpose & advantage of studies, General approach of environmental Auditing Environmental Audit, Audit programs in India, Auditing program in major polluting Industries, Reports of the Environmental audit studies .

UNIT IV:

Pollution prevention and control laws & acts: Constitution of India & environment, Constitution protection to Environment laws , Administrative & legislative arrangement for Environmental production , Indian Standards , Pollution control acts in India , critical appraisal ,fiscal incentives for environmental protection .

UNIT V:

Guidelines of preparation of project report and its evaluation, methods of clearance from the concern authorities at various labels.

REFERENCE



1. "Environmental pollution & Control in Chemical process Industries by S.C. Bhatia " Khanna Publishers", Delhi
2. Environmental impact assessment by Canter.
3. Environmental Chemistry by Stanley E. Manahan, VIth Ed. Lewis Publishers, London
4. Dying Wisdom: Rise, Fall, and potential of India's Traditional rain water harvesting systems by Anil Aganval & Stmita Narayan, CSE Publication. New Delhi.

MB 910	TECHNOLOGY IN BANKING SERVICES	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

Leveraging Technology in bringing in financial inclusion
 Understanding of the scope of technology in the banking mainstream
 Study of the various banking products catering to different customer segments
 Reviewing how technology enables risk and fraud mitigation in banking

UNIT I: Payment systems enabling e commerce

1. B2B – Business to Business
2. B2C – Business to Consumer
3. C2B - Consumer to Business
4. C2C - Consumer to Consumer
5. B2G- Business to Government

Apart from this study other models like B2E/G2G/G2E/G2B/B2G/G2C/C2G and study how technology has enabled growth of these models

UNIT II: Banking system

1. Electronic Banking - Growth of e banking
2. Tele Banking – Next gen of banking with smart phones leading the ra mobile Banking
3. Collaborative banking

Review the growth of e banking enabled by Technology across various products like consumer banking products/corporate/sme/government

UNIT III: Technology Applications

Review the core technology/core applications popularly used across the banking spectrum in the following fields

1. Core technology applications used on the retail banking space ie. CASA/Credit Cards/Retail liability accounts.
2. Core technologies used in corporate banking products like Payments/High Value Fund transfers/Reconciliations/Mortgages/KYC etc
3. Technologies being used to drive niche banking areas like consumer analytics/credit card analytics and risk analytics
4. Technologies being used to deepen CRM and enhance customer delight
5. CLV,CEM-Customer lifetime value, customer experience management

UNIT IV: Technologies driving Customer experience and delight

Next gen technologies being developed by banks through



1. Leveraging of ATM as branching arm for the banking – next gen ATM's in the making.
2. Smartphones to drive the banking sector and promoting products via the smartphone.
3. Leveraging social media to promote and drive banking business growth.

UNIT V: Technologies for risk mitigation and fraud mitigation thereby promoting ethical growth

1. Technologies being used for Fraud analytics to prevent occurrence of frauds
2. Technology to promote cyber safety to mitigate risks arising due to cyber risks
3. Technologies to prevent access and identity thefts.
4. Cybermalware-Cybernetics,cyberwarfare,phishing

REFERENCE

1. R.K.Uppal, Banking services and information Technology, New century Publishers, 2008, Pp215
2. Brett king, How customer behaviour and technology will change future of financial services, Marshall Cavendis Referececs, 2010, Pp 400.
3. David Wolf, How can Banks take advantage of technology?, 2014.

www.bankingtech.com

www.idbrt.ac.in(an RBI owned institution)

www.rbi.org.in

www.thebanker.com

www.technologybanker.com

MB 911	CONTEMPORARY CHANGE MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVE

In Management change is permanent, hence to expose the students to the concept of change and the demands and challenges implied in the process of change. To help students to manage change.

UNIT I

Need and importance of change – understanding of the concept of change – Identification of factors influencing change – Elements of change

UNIT II

Macro and Micro changes – Identification of changes in the international and domestic scenario – Strategies for change management – Turn around strategies

UNIT III

Skills required for successful implementation of change – Team identification Training – Leadership – Organizing

UNIT IV

Alignment of changes in the external and internal environment – Tools of change management – People management – Technological driven – market driven

UNIT V

Forecasting of changes – Tools and Techniques – Change management in different industries – Automobile – IT – Case Studies of change management

REFERENCE BOOKS

1. Andrew Pelligread, Richard Whipp, change, Management for competitive success. Infinity Books, New Delhi, 2001.
2. Sandor Boyson, Technological change and Development, Anish Publishing House, New Delhi, 1993.

MB 912	CORPORATE RESTURCTURING AND GOVERNANCE -JOE	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

1. To clarify the concepts of governance and restructuring and their inter relationships.
2. To understand the need for restructuring and managing the challenges thereof.
3. To relate how restructuring enables good governance in the Indian scenario.

UNIT I

Introduction and clarification of the concepts of corporate governance and financial restructuring- The modern challenges corporate face in the present Indian business scenario - The synthetic picture of corporate governance in transition economies- with an emphasis on its implications for efficiency, taking into account the heterogeneity of managerial skills.

UNIT II

The various regulatory provisions- in the companies Act, Securities regulations Act, Financial restructuring acts- the diversity of firm's restructuring tasks and financial situations and political constraints. Legal reform as an exogenous or an endogenous process influenced by the vested interests created by a country's initial privatization policy- its implications.

UNIT III

Transition from the predominant PSUs to privatization of corporates- MNCs- Dichotomy between the state ownership and private ownership- Broad dynamic effects of privatization- Different privatization policies and different effects on the distribution of economic power, with potentially far-reaching consequences for state capture, law enforcement, tax collection etc.

UNIT IV

Financial restructuring- stock market development, and private sector development. Determinants of enterprise restructuring in transition : economic skills of incumbent managers- need for external finance – degree of firm – independence from government- effects of privatization- Fast giveaways to Dispersed Outsiders / insiders- Top-Down Sales / Bottom up gradual sales to Outsiders -

UNIT V

Corporate governance and efficiency of product competition- problems with state governance problems with disperse share ownership –problems with lack of minority shareholders' protection - access to outside funds- Dynamic Effects of Different Initial Allocations of Economic Power – Transparency and Disclosure of information- Insider Trading- Take over and restructuring .

REFERENCE BOOKS:



1. Gerard Roland, Corporate Governance and Restructuring: Lessons from Transition Economies: www.rrojasdatabank.info/wbdevecon0.
2. Steve Thompson and Mike Wright, Corporate Governance : The role of restructuring transactions, The Economic Journal (105) May, 1995. PP 690-703, TRoyal Economic Society Blackwell Publishers oxford UK..
3. Jayanth Rama Varma, Corporate governance in India: Disciplining the dominant shareholders, IIMB Management Review Bangalore 9(4) 1997 pp 5-18.

MB 913	MEDICAL RECORDS MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

The objective of the course is to understand the way technology is used to capture medical records

UNIT 1

History And Role Of Medical Records In Health Care Delivery- Various Types Of Medical Records; Forms And Designs And Presentation of the records- Uses of Medical Records- Policies-Legal Aspects Of Medical Records-Developments Of Medical Record Forms

UNIT - II

Organization Of Medical Records Dept: Structure , Goals , . Objectives And Functions- Duties And Responsibilities Of Medical Record Officer, Medical Record Technician, Assistant Medical Record Technician. Operational Policies-Working Hours And Shifts Interdependent Relations Of Medical Records Staff And Its Importance.

UNIT III

Medical Records Security-Retention And Disposal Of Medical records. Documentation Practices Advantages-Filling And Retrieval Of Records And X-Rays Space And Equipments, Requirement For Medical Records Department, Movable And Immovable Filing Tracks: Merits And Demerits

UNIT IV

International Classification Of Disease: History And Uses-Design Of ICD And Structure How to Use ICD -Basic Coding Guidelines-Principles And Rules Of Coding-WHO Guidelines-Indexing Of Diseases And Operations-Salient Features Of The Amendments To The Icd-10.Difference Between Icd-9 And Icd-10- Role Of International classification Of Diseases In Managing Electronic Medical Records

UNIT V

Information Required For Organizing A Medical Record: Department Methods Of Commissioning Of Medical Record Services And Periodical Evaluation Electronic Medical Records: Advantages – Concerns About Medical Records Computerization – Various Sections Of Electronic Medical Record Systems

REFERENCE BOOKS

1.Mogli G.D (2001) Medical Records : Organization And Management New Delhi, Jaypee Brothers



2. G.D Kunders (2004) Hospitals : Facilities , Planning And management. New Delhi: Tata Mcgrawhill
3. Acleson E. D (1967) Linkage Of Medical Records :London:Oxford University Press
4. Benjamin, Bernad.1980. Medical Records, 2nd Edition London : William Heinman Medical Books Ltd
5. <http://www.who.int/whosis/icd10/descript.htm>
6. Electronic Health Records: Understanding and Using Computerized Medical Records (2nd Edition) 2nd Edition, Richard Gartee
7. Electronic Health Records For Dummies 1st Edition, Trenor Williams, Anita Samarth



MB 914	CAREER MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES

The objective of the course is to help the participants to effectively plan their career and manage it successfully to achieve goal.

UNIT I

Introduction – What is career management? Definition and Meaning - What is career management and development – Defining the process and purpose - Personal - SWOT Analysis - Self Assessment – Seminar

UNIT II

Career Planning Strategies - Researching Company/Industry Profiles - Developing Network – Career management for women - Work Life Balance - Seminar

UNIT III

Written and Oral communication - Communication through resume - How to write an effective resume? Effectively Marketing f to Companies Seminar

UNIT IV

Plan the changes for the career growth - Writing Cover and Thank-You Letters – Interview Types and Skills - Evaluating and Negotiating Offers – Seminar

UNIT V

Career management services in the educational institutes and companies - Entrepreneurial Opportunities in the consultancy - Seminar

REFERENCES BOOKS

1. International Journal of career management. Emerald insight
2. Strategic Career Management, Elsevier India, 2007
3. Career planning in private enterprises concept and Management Techniques, Neha Publishers, 2011
4. College to Career, Ramesh Gopaldaswamy, Pearson Education 2015
5. Managing Career by Discovering your Personality, R.M.Onkar , Schand publishers, 2010



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MB 915	HUMAN FACTORS IN JOB DESIGN	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES:

The student will be able to understand the concept of human factors in job design. It consists of occupational health, industrial hygiene, ergonomics and human factors engineering.

UNIT I

Introduction to occupational health – definitions, importance of occupational health in industries, functional units of occupational health.

UNIT II

Introduction to Industrial hygiene – Definitions, Occupational hazards, Classification of occupational hazards, Evaluation of occupational hazards, Basic control measures for the occupational hazards in the work environment.

UNIT III

Human Factors Engineering - Job Design – Work space design, Static work design, Repetitive task design, Risk assessment and design, physical work capacity,

UNIT IV

Human stress and fatigue, hot and cold workplaces, heat stress, evaluation of heat stress in work environment, heat stress indices, human safety in the work environment.

UNIT V

Introduction to Occupational Ergonomics – Definitions, Manual and material handling, Evaluation of ergonomic strain in the work environment, NIOSH Methods, REBA, RULA studies, postures, Work physiology, anthropometry.

REFERENCEBOOKS:

1. Occupational Ergonomics, Mc Graw Hill publications
2. Work Design and Ergonomics, Florida International University, Marc Resnick
3. Human Factors Engineering, Oregon State University, Kenneth Funk
4. Fundamentals of Industrial Hygiene, National safety Council, Chicago
5. Industrial Ergonomics, Texas Tech University, James Smith
6. Human Factors in Systems Design, U.S. Air Force Academy, Chris McClernon
7. Occupational Biomechanics (Ergonomics), University of California at Berkeley, David Rempel



8. ILO Encyclopedia on Occupational health & safety, ILO, Geneva
9. Human-Centered Systems Design, Fall 2005 University of Toronto, Greg Jamieson

MB 916	PROJECT MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE OBJECTIVES :

The scholar to get conceptual clarity in the field of project management in the IT sector; to get in depth knowledge in the process of managing the project in the IT amidst fast changing scenario in the industry; to understand and apply the agile project management techniques for cost saving and on time delivery; to suggest ways and means of improving the software project management practices in the industry.

UNIT – I

6

Project Management concept - Attributes of a project - Project life cycle - The Project Management processes - Benefits of Project Management - Needs Identification - Project selection - preparing a request for proposal - Soliciting proposals - Proposed solutions - Proposal Marketing - Bid/No - Bid Decision - Developing Winning Proposal - Proposal preparation - Proposal contents - Pricing Consideration - Proposal Submission and Follow up - Customer evaluation as proposals - Types of contracts - Contract provisions - Case study

UNIT – II

6

Planning - Project Objective - Work Break - down structure - Responsibility Matrix - Defining activities - Developing the network plan - Planning for Information system development - Project Management softwares - Scheduling - activity duration estimates - project start and finish times - Schedule calculation - Case study

UNIT – III

6

The problems in scheduling and the challenges in managing the resources - The problem of status quo - the meaning and the scope of Agile management - the Agile principles and practices - The benefits of agile management - the understanding of agile frame work: an over view of lean, extreme programming and Scrum - Putting agile into action in the given environment.. Managing agile projects incorporating feedback, managing time and cost

UNIT – IV

6

Managing Risks - Risks identification - Risks Assessments - Risks recharge planning - Risks Monitoring - Feasibility - Technical Feasibility - Marketing Feasibility - Socio - Economic Feasibility - Managerial Feasibility and Function Feasibility - Case study

UNIT – V

6

Project Manager - Responsibilities of the Project Manager - Skills at the Project Manager - Developing the skill needed to be a Project Manager - Delegation - Managing Change – Project Team - Project Team development and Effectiveness - Managing team dynamics and communication - Ethical Behaviour conflict on project - problem solving - Time Management - Project Communication and Personal Communication - Effective listening - Meetings - Presentation - Report - Project documentation and Controlling changes - Types of project organization - Functional type of organization - Matrix organization - Case study.

Total = 30



REFERENCE BOOKS:

1. Mark C Layton, Agile Project management, Wiley, 2013.
2. Samuel J.Mantel JR., Jack R.Meredith, Project Management, Wiley India, Edition 2006.
3. James P.Clemats and Jack GIGO, Effective Project Management, Thomas South - Western, Edition 2007.
4. Larry Richman - Project Management step by step, PHI New Delhi, Edition 2008.
5. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
6. Bhanesh M.Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008.
7. Project Management, Jack Gido and James P Clements, (Edition 2009) Cenage Learning India pvt Ltd., New Delhi.

MB 917	HIGHER EDUCATION	L	T	P	C
		3	0	0	3

UNIT-I

Philosophy and Education - Meaning & Various definitions of education- Meaning & scope of Philosophy- Interrelationship between philosophy & Education- Need of philosophy in life and for Teacher in Practical- Modern Concept of Philosophy: Analysis – Logical empiricism & positive relativism.

UNIT-II

Indian Schools of Philosophy - Sankhya, Vedic, Buddhist, Jainism, Islamic Traditions- Education Implications of these schools with special reference to the concept of Knowledge, reality & values, methodology, public- Teacher. Relationship, freedom & discipline, Basic Tenets, aims, & objectives, curriculum. Contributions of Vivekananda, Tagore, Gandhiji, Dr. Ambedkar & J.P.Naik, J. Krishnamurthi, Dr. Radhakrishnan, Arbindo to educational thinking.

UNIT-III

Human Values & Education, Intelligence and Creativity - Meaning of values - Types of various- spiritual, moral, social, aesthetic values- National values as mentioned in the Indian Constitution & their educational implications.- Nature of Intelligence – academic intelligence- Emotional intelligence- Social Intelligence- Creative Intelligence- Practical intelligence

UNIT-IV

Globalization and Education-Nature of Globalization- GATS, WTO; Social, Economic, Cultural, Political- Nature of Indian Education System- Merits, Demerits- Globalization and Challenge before Education at different levels- Globalization: Development and Education - Restructuring education at different levels due to Globalization. - Institutional Restructuring - Curriculum Restructuring

UNIT-V

Quality Management in Education, Educational Supervision

Meaning and importance of Quality- Quality in Higher Education- Accreditation Concept- Meaning, parameters.- Role of NAAC- Supervision as service activity- Supervision as process and functions- Supervision as educational leadership- Modern Supervision: New trends and techniques and planning, controlling in service training- Functions of a supervisor, Defects in existing system of supervision, Remedies.

REFERENCE BOOKS:

1. A Sociological Approach to Indian Education (Vinod Pustak mandir, Agra 2, by S.S. Mathur)
2. Mangal S.K
3. Advanced Educational Psychology; New Delhi, Prentice Hall of India Pvt,Ltd;193
Mouly George J :



4. Psychology of teaching botton Allyn & Decan Inc.
5. Management in Education- Namita Roy chaudhary A. P.H. Publishing Corporation, New Delhi.
6. Educational Planning and Management Premila Chandrasekaran, sterling Publication Pvt. Ltd.
7. William Taylor – Society and the Education of Teachers, Faber 7 Faber
8. New Era in Teacher Education, Dr. G. Chaurasia- Sterling Publishing Pvt.,Ltd.



MB 918	EMOTIONAL INTELLIGENCE	L	T	P	C
		3	0	0	3

UNIT I

INTRODUCTION TO EMOTIONAL INTELLIGENCE Meaning of Emotions, Emotional Intelligence- Importance- Models of Emotional Intelligence- Social Intelligence- IQ and EQ- Self Awareness- Social Skills – Relationship Management- EI and Motivation

UNIT II

UNDERSTANDING EMOTIONS The Brain and Emotion - The Relationship of Mood and Emotion - The Role of Emotion in Organizational Health and the Bottom Line - Types of Emotions- Control of Emotions Gender Differences in Emotion - Impulse Control- Marshmallow Experiment- Negative and Positive Emotions – Emotion and Health

UNIT III

MANAGING EMOTIONS Learning EI – Emotional Self Awareness – EI Assessment Tools - Emotional Intelligence and Psychological Adjustment - Issues in Anxiety, Stress, Depression, Anger, Self Esteem and Self Management Empathy

UNIT IV

EI PRACTICE IN ORGANIZATIONS Emotional Intelligence and Decision Making - EI and Personality- Work Frustrations- EI and Work Performance- EI and Leadership - EI and Job Stress – EI and Information Processing - EI and Communication – Goal Conflict – EI and Conflict Resolution – EI and Work Place Diversity – Group EI – Star Performers

UNIT V

EMOTIONAL COMPETENCE Developing EI in Organization – Transformation and Change – Training, Transfer, Maintenance and Evaluating Change - Emotional Quality Management

REFERENCE BOOKS:

1. Ciarruchi, J., Forgas, J. and Mayer, John. (2001) Emotional Intelligence in Everyday Life: A Scientific Inquiry. Psychology Press: Philadelphia, PA.
2. Daliph Singh (2001) Emotional Intelligence At Work: A Professional Guide. Response Books: New Delhi
3. Daniel Goleman , (1996) Emotonal Intelligence: Why It can Matter More Than IQ. Bantam Books: NewYork.
4. Doty, G. (2001). Fostering Emotional Intelligence in K-8 Students. Corwin Press: Thousand Oaks, CA.
5. Oatley, K and Jenkins, J (2000) Understanding Emotions. Malden MA: Blackwell

MB 919	ENTREPRENEURIAL FINANCE	L	T	P	C
		3	0	0	3

COURSE RATIONALE:

As Entrepreneurs, learner will understand the dynamics of being an entrepreneur and obtain the skills necessary to succeed. This course focuses on the financial management of a business as it moves through its entire life cycles. This course is structured with special emphasis on sources of finance, funding agencies, cost of raising funds etc.,

COURSE OBJECTIVE:

On completion of the course, the learner should be able to understand the financial aspects of starting, funding, operating, and/or exiting an entrepreneurial venture. The objectives of this course are to provide students with understanding, knowledge, enhanced competence and skills on financial performance, evaluating different financing options and valuations.

SYLLABUS:

UNIT I

10

Introduction & New Venture Financing – Types of entrepreneurship, stages of new venture development, business plans, sources of financing, information issues and term sheets.

Mode of Delivery – Lectures, GD, Brain Storming,

UNIT II

10

Financing needs of a company - capital structure, financing needs and capital structure-sources of finance, International capital markets with special reference to small medium enterprises (SMEs) - Short term; Long term Debt, Equity optimal mix of debt & equity financing

Mode of Delivery – self study- assignments

UNIT III

10

Business evaluation and valuation-Valuate early stage business opportunity-Venture capital methods-VC Funds-Structure of capital-Angel investors-Private equity-Financing-Ways entrepreneurs are financed and analyze the role of financial contracts

Mode of Delivery – Assignments, case study

UNIT IV

10

Employment of right people, attracting, compensating, retaining employees in startups and stock options.

Mode of Delivery- self study- assignments

UNIT V

10 Profile of

new generation entrepreneurs in BRIC countries and advantages in India - How to create new leaders for future business – scaling up of business – need for collaboration, franchise etc

Mode of Delivery – Assignments, case study

REFERENCE BOOKS:

1. J.Chris Leach, Ronald W. Melicher, Entrepreneurial Finance, Cengage Learning, 2009
2. Osterwalder, Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.



3. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and N Made Millions, Palgrave Macmillan, 2008
4. Janet & Richard Smith, Entrepreneurial Finance, (Textbook) (2008)
5. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. Tata McGraw Hill Education Private Limited, 2006
6. Rajeev Roy, Entrepreneurship, Oxford University Press, New Delhi 110001 (2009)
7. M Y Khan., PK Jain, Financial Management, Tata McGraw-Hill, New Delhi 110008(2007)



MB 920	PROJECT FINANCE	L	T	P	C
		3	0	0	3

COURSE RATIONALE:

Project Finance provides a framework and methodology to look at project financing as a viable financing option from both the debt and equity perspective. Participants will gain “hands-on” experience by applying the principles learned to case studies.

COURSE OBJECTIVE:

On completion of the course, the learner should be able to understand when to use project finance and how it differs from other corporate finance technique, Structure the financing process, cash flow model and sensitive analysis. Assess and forecast the probable external and internal causes of project failure.

SYLLABUS:

UNIT I

10

Project financing background– Evolution of project finance, project types, critical steps in project- technical feasibility, commercial viability, economic viability- financial viability
Mode of Delivery – Lectures, GD, Brain Storming

UNIT II

10

Prerequisites of project financing- Project Finance Risks and Mitigates - Types of risks, impacts and basic risk mitigates of project finance- cost and time overrun of the project
Mode of Delivery – self study- assignments

UNIT III

10

Project feasibility Analysis – Background, capital budgeting, project evaluation- Net present value (NPV), Profit vs cash flow, discount rate, XIRR, Payback period, Economic IRR – economic value added-
Mode of Delivery – self study- assignments

UNIT IV

10

Determining debt capacity and structuring debt – role of different debt instruments, types of debt instruments, influence of different debt structures in project, estimating and optimizing debt capacity- Syndicated Bank Finance
Mode of Delivery – Lectures, GD, case study

UNIT V

10

Documentation – pricing, terms, and Bidding strategy- Need for factoring effect of green concepts - avoiding pollution of air, water, atmosphere etc - Corporate social responsibility
Mode of Delivery – case study - assignments

REFERENCEBOOKS:

1. Yescombe, E. R., Principles of Project Finance, Academic Press, 2002



2. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net working and control.” Vikas Publishing House, New Delhi – 2nd Edition – 2010.
3. Prasanna Chandra , Financial Management Theory and Practice” – Tata Mc Graw-Hill – New Delhi – 7th Edition – 2010.
4. Prasanna Chandra , Projects-Planning, Analysis, Selection, financing, Implementation and Review — Tata Mc.Graw Hill – 2010.
5. Rajiv Srivastava, Anil Mishra ,Financial Management — Oxford University Press – 2010.
6. Samuel J Mantel Jr, Jack R Meredith, Scott M Shafer, Margaret M Sutton, and M R Gopalan, Project Management, Wiley India (P) Ltd, New Delhi 110002.(2011).



MB921	SUSTAINABILITY MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE RATIONALE

To provide exposure to the concepts of sustainability management and facilitate the implementation of the same in relevant situations.

COURSE OBJECTIVE

The expected outcome after learning this course is that the student will be able to Understand and define the concepts of sustainability management, Create value statements, policy statements, Design action plans for sustainability in organization and Understand the impact of social, economic and environmental resources to cater sustainability in organization.

SYLLABUS

UNIT I: INTRODUCTION

Introduction to Sustainability Nexus at Local Level - Introduction to the Case Method Approach - Defining Sustainability for Organizations - Organizations in a community

UNIT II: TAKING A POSITIVE VIEW OF A SUSTAINABLE FUTURE

Creating a vision/mission statement - Using guiding principles/core values - Using a Performance Framework - Communicating about sustainability in a community - discussing the vision and core values of the case company, and the business case for sustainability

UNIT III: UNDERSTANDING PROCESSES TO CREATE A SUSTAINABILITY FOOTPRINT

Process mapping and resource productivity - Business processes and social responsibility - Community development - Creating a sustainability footprint - Students assigned to cohort groups

UNIT IV: SYSTEMS APPROACH TO SUSTAINABILITY

Problem solving and decision-making tools - Process information on case business - Cohort groups create action plan for a sustainability project

UNIT IV: SOCIAL, ECONOMIC AND ENVIRONMENTAL RESPONSIBILITY

Categories of social responsibility from ISO 26000 - Context of social responsibility issues - Programs to address social responsibility - Five Capitals – Other Four Capitals - Case involving social and economic responsibilities

Use of resources and loss of resources - Context of resource use and loss - Programs to improve resource productivity - Five Capitals – Natural Capital - Case involving environmental responsibility

REFERENCE BOOKS

1. Roseland, M. (2005). Toward Sustainable Communities: Resources for Citizens and their Governments. Gabriola Island, BC, Canada: New Society Publishers.



2. Merkel, J. (2003). *Radical Simplicity: Small Footprint on a Finite Earth*. Gabriola Island, BC, Canada: New Society Publishers.

MB 922	GLOBAL TRANSFER PRICING ENVIRONMENT	L	T	P	C
		3	0	0	3

COURSE RATIONALE

Global transfer pricing environment provides a frame work with the component of economics, risk management and industry experiences. Participants will gain in-depth knowledge by applying the principles learned through case studies.

COURSE OBJECTIVE

On completion of the course, the learner should be able to understand how to use global transfer pricing environment concepts.

SYLLABUS

UNIT I

Introduction-India growth and globalization-how business and transfer pricing are interlined-transfer pricing in general-interplay between global and local

UNIT II

Transfer pricing in India- Transfer pricing-Regulatory frame work in India-Domestic transfer pricing

UNIT III

Economics-emerging transfer pricing issues in India in practice- key issues: Intangibles, location savings, intra-group services, guarantee fee and business restructuring

UNIT IV

Risk management-How do TP documentation, regulatory requirements and risk management go hand-in-hand; Ex-ante and ex-post and its relevance for risk management-the use of hindsight by tax authorities-practical side of dispute resolution experience in India-learning from international regulatory experience,

UNIT V

Industry experiences-IT and ITES-Automotive-marketing intangibles-oil and gas renewable energy-pharmaceuticals- Financial services- case study.

REFERENCE BOOKS

1. Roger Y.W.Tang, Current trends and corporate cases in transfer pricing, Quorum Books, 2002.
2. Robert Feinschreiber, Transfer pricing methods-An applications guide, John Wiley & Sons, Inc. 2004.
3. Roger Y.W. Tang, Intrafirm Trade and Global Transfer Pricing Regulations, Quorum Books, 1997.
4. Guide to International transfer pricing: Law, tax planning and compliance, Ceteris, 2010.



5. Roger Y.W. Tang and Ali M. Metwalli, Mergers and Acquisitions in Asia: A Global perspective, Routledge, 2013
6. Roger Y.W. Tang, Current Trends and Corporate Cases in Transfer Pricing, Routledge, 2002



MB 923	FOREX MANAGEMENT	L	T	P	C
		3	0	0	3

COURSE RATIONALE

The rationale of the course is to enrich the students with the basic knowledge of foreign exchange transactions to apply the same to management of exposure and hedge risk.

COURSE OBJECTIVES

- To enable the students learn the theories of exchange rate
- To provide an understanding of derivatives
- To assess the importance of banking industry in the foreign exchange markets
- To evaluate the impact of macro-economic factors on the exchange rate

SYLLABUS

Unit I

Foreign exchange market – features – transactions – types – quotes – types – dealers – participants – size – global, Asian and Indian markets – differences – mechanisms – significance- evolution

Unit II

Banks and Banking transactions – Predominance of Banks in the market – operations – Positions – significance – methods and mechanics

Unit III

Derivative Markets- size – evolution and types – Structure- meaning – utility of derivatives – types – contracts – banks – Exporters and Importers

Unit IV

Determination of Exchange Rates – Balance of Payments – Net International Investment positions – supply and demand view of exchange rates – Theories of Exchange rates – systems of exchange rates – Monetary systems and evolution

Unit V

Short term and Long term positioning and cash management – International Project appraisal- Treasury management – Taxation rules of forex gains and losses – Accounting treatment – challenges – Audit system.

REFERENCE BOOKS

- 1.C.Jeevanandam: “ Foreign exchange and Risk Management”, Sultan Chand & Sons, 2015
2. Pattabhi and Bala “First lessons in Strategic Financial Management”, Fourth updated edition, 2016 June, Snow White Publishers
- 3.Michael Moffett, Arthur Stonehill, David Eiteman, Multinational Business Finance, International Edition, 14th Edition, Nov 2015 Pearson Publications,



4., Jeff Madura, International Financial Management, 12th edition, 2015, Cengage Publication.

MB 924	FINANCIAL ECONOMETRICS	L	T	P	C
		3	0	0	3

PH.D COURSES FOR APPROVAL

COURSE RATIONALE

It familiarize the essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing

COURSE OBJECTIVE

After studying this course the participants will be able to define and compute measures of financial returns, interpret sample moments of financial returns, discuss the stylized statistical properties of asset returns, analyze and estimate models of autoregressive, moving average, and autoregressive-moving average models, model and forecast volatility using autoregressive & generalised conditional, heteroscedastic (ARCH) & (GARCH) models

SYLLABUS

UNIT I: Statistical Properties of Financial Returns

Introduction - Calculation of Asset Returns -Stylised Facts about Financial Returns - Distribution of Asset Returns - Time Dependency - Linear Dependency across Asset Returns -Technical trading rules, measures of return predictability, review of test of forecasting power and bootstrap

UNIT II: Univariate Time Series & Modelling Volatility

Predicting financial returns - Market efficiency - Autoregressive -Models - Moving average models - ARMA - Model evaluation Predicting return volatility risk - ARCH - GARCH - EGARCH and other variations

UNIT III: Random Walks & Co-integration

Pitfalls - spurious regression Co-integration and error correction models- Forecasting co integrated systems -When and how to use co-integration

UNIT IV: Panel data Models

Introduction to panel data, pooled model, within and between estimators, fixed effects, random effects, Hausman test, and one way and two way model, random coefficients, dynamic panel data models, difference in difference methodology and dynamic panel data, generalised method of moments estimator

UNIT V:Risk Management

Simulation methods for financial derivatives- Econometrics of continuous time finance- Forecast and management of market risks

Text Books

1. John Campbell, Andrew Lo, Archie MacKinlay (1997). The Econometrics of Financial Markets, Princeton University Press.
2. Ruey S. Tsay (2002). Analysis of Financial Time Series.



3. Fan, J. and Yao, Q. (2015). The Elements of Financial Econometrics . Science Press, Beijing

Reference Books

1. C.Y. Campbell, A.W. Lo and A.C. MacKinlay (1997): The Econometrics of Financial Markets, Princeton University Press.
2. Tsay, R.S. (2010). Analysis of Financial Time Series (Third edition), John Wiley & Sons.
3. Chris Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
4. John H. Cochrane (2005). Asset Pricing, Princeton University Press.
5. Walter Enders (2003). Applied econometric time series, Wiley.
6. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton.

MB 925	Talent Management	L	T	P	C
		3	0	0	3

COURSE RATIONALE

To provide exposure to the concepts of talent management theories and facilitate the implementation of the same in organization.

COURSE OBJECTIVE

The objective of the course is to make students to understand concepts, theories, practices and metrics of talent management to enhance the performance through potential talents. On completion of the course, students will be able to develop a talent acquisition strategy to meet an organization's human capital needs, design a development program aligned with an organization's strategic priorities and values, define critical elements of a successful performance management program and Create a succession planning process and implementation plan

SYLLABUS

Unit I: Introduction

Defined - Overview - employment life cycle - Basics - Purpose - Applications - Hiring the right people - Scope – Need - Key Processes - Talent vs knowledge - Consequences of Failure in Managing Talent - Difference between talents and knowledge workers - Leveraging talent - the talent value chain - elements of talent friendly organizations - process - Talent Acquisition - Recruitment Process - Strategic Trends in Talent Acquisition – Talent Management Pattern for HR Professionals.

Unit II: Competency Mapping and Development

Concepts and definition - types - competency based HR systems - competency and performance - developing various models - career development and organizational outcomes - methodology - model development - people capability maturity model - developing competency framework - competency profiling - use of psychological testing in competency mapping - competency based interviewing - assessment of competencies through 360 degree feedback - validation of competencies - competency directory profiling - Building blocks - performance management - conducting performance reviews - Appraising executive talent - selecting the right appraisal - Workforce analysis - business strategy – Competencies Evaluation for career objectives.

Unit III: Create a Culture of Success in Organizational Environment

Overview - Shaping Talent Planning and Developing Values – Understanding Personal and Professional Attitudes - Promoting Ethical Behaviour – succession management: process, career planning, designing - strategic accountability approach - talent development budget - contingency plan for talent - building a reservoir of talent - compensation management - CEO Succession planning. - Employee Engagement and Retention - the Race for Talent - Retaining and engaging workers - Best Practices - Improving employee retention - Strategic talent management - Best practices for effective



TM - Current Challenges in global TM – Talent Management for specific objectives – Managing Mental Health of Students.

Unit IV: Talent Management Systems: Theory and Practice

Components and benefits - challenges of TMS - Critical Success Factors - critical success factors of best practice - Factors - Key Elements - Developing and Retaining Talent - Potential identification and development - coaching for sustained and desired change - integrating coaching - training and development - employee retention - motivation and engagement - Return on talent - making outplacement as a part of talent strategy - developing information system.

Models of make and buy to manage talent risk - Adapt to the uncertainty in talent demand - Improve ROI in developing employees - Measuring Business Impact - Role of Information Technology in TMS - Creating Business Value through Information Technology - Five Steps to Information Strategy - HR Analytics - Design Development through Rapid Prototyping and Scaling - Implementation and Maintenance - Using WhatsApp as a tool for Talent management projects – TMS for specific groups – Understanding the role of the support groups.

Unit V: Monitoring and Evaluating Talent Management Systems

Measuring Performance - background and approaches - competency based assessment - diagnosing reasons for problems - designing performance management systems - sources of errors in performance measurement - Assessment and Development Centre - importance and uses - difference between assessment and development centre - assessment centre approach to competence building - profile of the assessors - steps - designing - preparation of report - Common Metrics of Talent.

REFERENCE BOOKS

- 1.Lance A Berger, Dorothy R Berger, 2011, The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People.
- 2.[Shukla Ravinder](#), 2009, Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers
- 3.ASTD, Cengage Learning, Talent Management - Strategies for Success from Six Leading Companies by ASTD
- 4.Sally Bibb, Strengths Based Recruitment and Development: A Practical Guide to Transforming Talent Management Strategy for Business Results.
- 5.R.N.Misra, Talent Management, Discovery Publishing House Pvt. Ltd.