

# **UNIVERSITY OF KERALA**

## **MBA PROGRAMME**

***DETAILED SYLLABI***

***OF***

***III SEMESTER CORE PAPERS***

***&***

***III & IV SEMESTERS ELECTIVES***

**(EFFECTIVE FROM 2014 ADMISSIONS)**

## **MBA PROGRAMME – CORE PAPERS**

### **III Semester**

**MBA301** Management Information Systems and Cyber Security

**MBA 302** Business Ethics and Corporate Governance

**MBA 303** Strategic Management

## **MBA PROGRAMME – ELECTIVES**

### **TABLE A**

#### **I HUMAN RESOURCES MANAGEMENT**

##### **III Semester**

- 3H1** Training and Development
- 3H2** Organization Change and Development
- 3H3** Group Dynamics and Team Building
- 3H4** Stress Management and Counseling
- 3H5** Career Management
- 3H6** Participative Management
- 3H7** Performance Management

##### **IV Semester**

- 4H1** Compensation Management
- 4H2** Industrial Relations and Labour Laws
- 4H3** Global Human Resources Management
- 4H4** Strategic Human Resources Management
- 4H5** Managing Diversity in Work Place

#### **II MARKETING MANAGEMENT**

##### **III Semester**

- 3M1** Supply Chain and Logistics Management (*common to 3OM1 and 3LS1*)
- 3M2** Integrated Marketing Communication (IMC)
- 3M3** Consumer Behaviour and Marketing Research
- 3M4** Services Marketing
- 3M5** Product and Brand Management
- 3M6** Rural Marketing
- 3M7** Sales and Distribution Management

#### **IV Semester**

**4M1** International Marketing (*common to 4IB1*)

**4M2** Retail Management

**4M3** Strategic Marketing Management

**4M4** Social Marketing

**4M5** Digital Marketing

### **III OPERATIONS MANAGEMENT**

#### **III Semester**

**3OM1** Supply Chain and Logistics Management (*common to 3M1 and 3LS1*)

**3OM2** Facilities and Locations Management (*common to 3LS2*)

**3OM3** Healthcare Management

**3OM4** Services Operations Management

**3OM5** Quality Management

**3OM6** Advanced Project Management

**3OM7** Advanced Maintenance Management

#### **IV Semester**

**4OM1** Business Process Reengineering

**4OM2** World Class Manufacturing

**4OM3** Technology Management and Excellence

**4OM4** Strategic Operations Management

**4OM5** Innovation Management and New Product Development

## **IV FINANCIAL MANAGEMENT**

### **III Semester**

- 3F1** Financial Markets and Services
- 3F2** Project Finance
- 3F3** Strategic Financial Management
- 3F4** International Finance (*common to 3IB4*)
- 3F5** Behavioural Finance
- 3F6** Personal Financial Planning
- 3F7** Security Analysis and Portfolio Management

### **IV Semester**

- 4F** Corporate Taxation
- 4F2** Management Control Systems
- 4F3** Financial Derivatives
- 4F4** Risk Management
- 4F5** Corporate Restructuring

## **V SYSTEMS MANAGEMENT**

### **III Semester**

- 3S1** System Analysis and Design
- 3S2** Software Engineering
- 3S3** Software Project Management
- 3S4** Enterprise Resource Planning
- 3S5** Simulation for Managers
- 3S6** Social Media in Business
- 3S7** E-Business

#### **IV Semester**

**4S1** Artificial Intelligence – Applications in Business

**4S2** Knowledge Management

**4S3** e- CRM

**4S4** E- Governance

**4S5** Business Intelligence and Data Warehousing

#### **TABLE B**

### **VI MEDIA MANAGEMENT**

#### **III Semester**

**3MM1** Introduction to Media Industry and Practice

**3MM2** Concepts of Conventional Media

**3MM3** Media and Public Relations

**3MM4** Managing Creativity and Innovations

**3MM5** Event Management in Media Industry

**3MM6** Media Economics

**3MM7** Time and Space Management

#### **IV Semester**

**4MM1** Concepts of Emerging Media

**4MM2** Introduction to Corporate Communication

**4MM3** Direct Response and Interactive Media

**4MM4** Media Laws

**4MM5** Social Media in Business

## **VII INTERNATIONAL BUSINESS MANAGEMENT**

### **III Semester**

- 3IB1** International Business Economics
- 3IB2** Export Import – Documentation and Procedures
- 3IB3** International Marketing Research
- 3IB4** International Finance (*common to 3F4*)
- 3IB5** Global Logistics and Supply Chain Management (*common to 3LS5*)
- 3IB6** World Trade Organisation and Intellectual Property Rights
- 3IB7** Cross Cultural Management

### **IV Semester**

- 4IB1** International Marketing (*common to 4M1*)
- 4IB2** Legal Dimensions of International Business
- 4IB3** Foreign Exchange Management
- 4IB4** Virtual Enterprise Management
- 4IB5** IT in Global Business

## **VIII LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

### **III Semester**

- 3LS1** Supply Chain and Logistics Management (*common to 3M1 and 3OM1*)
- 3LS2** Facilities and Locations Management (*common to 3OM2*)
- 3LS3** Supply Chain Risk Modeling and Management
- 3LS4** Reverse Supply Chain Management
- 3LS5** Global Logistics and Supply Chain Management (*common to 3IB5*)
- 3LS6** Knowledge Management in Supply Chains
- 3LS7** Internal Logistics and Materials Handling

#### **IV Semester**

- 4LS1** Green Logistics and Supply Chains
- 4LS2** Retail Supply Chain Management
- 4LS** Third Party Logistics and Fourth Party Logistics
- 4LS4** Procurement and Materials Management
- 4LS5** Supply Chain Practices

### **IX TOURISM AND TRAVEL MANAGEMENT**

#### **III Semester**

- 3TT1** Travel and Tour Operations Management
- 3TT2** Tourism Products of India
- 3TT3** Hospitality Management
- 3TT4** Sustainable Tourism
- 3TT5** International Tourism and Global Update
- 3TT6** Event Management in Tourism
- 3TT7** Tourism Geography

#### **IV Semester**

- 4TT1** Destination Planning and Marketing
- 4TT2** Tourism Policies and Law
- 4TT3** Logistics and Supply Chain Management in Tourism
- 4TT4** Airport Handling and Cargo Movement
- 4TT5** Customer Service and Relationship Management

*Note: Dual specialization is allowed only for electives listed in Table A. Students will have to choose four papers each from the two electives of their choice. In the case of a student opting dual specialization in Marketing Management and Operations Management, if he/she were to choose 'Supply Chain and Logistics Management' which is common to both the electives, the student may decide under which elective that common paper should be listed and will not be allowed to choose the same paper from the other elective. For example if a student chooses 3M1, he/she will not be allowed to choose 3OM1 or vice-versa.*



**Third Semester: Core Paper**

**MBA301 MANAGEMENT INFORMATION SYSTEMS AND CYBER SECURITY**

***Objective:** The objective of this course is to acquaint the upcoming managers with the different types of information systems, the role, functions and development of information systems at different levels and functional areas of the organization, so as to enable the use of computer resources efficiently for effective decision making.*

**UNIT I: Management Information System (MIS) in Global Business** - Information Systems and business transformation - dimensions of information systems - contemporary approaches to information systems - types of business information systems - systems from functional perspective - systems from constituency perspective - MIS Concept - role of MIS - impact of MIS - MIS as a support to the management - MIS and organization effectiveness - MIS as a tool for management process - system concept - MIS for a digital firm - components of information system - information system resources and activities.

**UNIT II: Decision Support Systems (DSS) and Knowledge Management** - Decision making and information systems - systems for decision support - Executive Support Systems (ESS) - Group Decision Support Systems (GDSS) - the process of developing DSS - individual and organizational model - MIS and decision making concepts - GDSS – EDSS - knowledge management- enterprise-wide knowledge management systems - knowledge work systems - intelligent techniques - Knowledge Based Expert Systems (KBES) - general introduction to recent information system packages.

**UNIT III: Databases and Information Management** - Database concepts - Database Management System (DBMS) - database models - data models - capabilities of DBMS - designing database – RDBMS - using databases to improve business performance and decision making - client-server architecture.

**UNIT IV: Development of MIS** - Systems analysis and design - systems analysis for new requirement - systems development models - prototype approach - lifecycle approach - spiral model - rapid application development – end-user development - structured system design -

system development process - tools and techniques of system design - data flow diagram - data structure - system implementation success and failure - quality control of information system - introduction to emerging technologies.

**UNIT V: Securing Information Systems** - System vulnerability and abuse - wireless security challenges - malicious software - hackers and cyber vandalism - computer crime and cyber terrorism - business values of security and control - technologies and tools for protecting information resources - identity management and authentication – firewalls – intrusion - detection systems - antivirus software - securing wireless networks - encryption and public key infrastructure – ensuring system availability - security issues for cloud computing and the mobile digital platform - ensuring software quality.

## **REFERENCES**

*Management Information System*, Kenneth C. Laudon & Jane P. Laudon, Twelfth Edition, Pearson Education

*Management Information Systems: A Global Digital Enterprise Perspective*, Waman S. Jawadekar, Fifth Edition, McGraw Hill Education (India) Private Limited

*Management Information Systems*, James A O'Brien, George M Marakas and Ramesh Behl. Ninth edition, Tata McGraw Hill Education Private Limited.

### **Third Semester: Core Paper**

## **MBA 302 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

***Objective:** The objective of the course is to create a mindset of Value and Ethics among the students and to familiarize them with the theory and practice of managing ethics in organizations and also to help them implement the learned principles in their work place and personal life. The course also makes the students to learn the role of Corporate Governance and its increasing impact in the management of organizations.*

**UNIT I: Introduction to Values and Ethics** - Values – importance - sources of value systems – types of values - loyalty and ethical behavior - values across cultures – ethics - principles and characteristics of ethics - the concept of business ethics - factors affecting business ethics importance of business ethics - advantages of business ethics – overview of ethical philosophies - divine command - deontological ethics - teleological ethics – egoism – utilitarianism - distributive justice - social contracts - concepts of moral objectivism and moral relativism (6 Hrs)

**UNIT II: Ethics Programme** - Features and best practices in ethics programme - creating a control system - compliance orientation Vs value orientation - code of ethics Vs code of conduct - ethics training and communication - ethics committee - functions of ethics committee - integrity PACT - virtue ethics - basic concepts – aretology - aretaic ethics - the Nicomachean ethics - the doctrine of means - ethics audit - ethical dilemma - understanding and resolving an ethical dilemma - ethical decision making – process - ethical leadership and its importance - whistle blowing – definition – types - ethical dilemma in whistle blowing ( Case Method) (6 Hrs)

**UNIT III: Ethics in Indian Business Context Across Functional Areas** - Ethics in finance - ethics in HRM – ethics in marketing - ethics in production. (Case Method) (6 Hrs)

( The ethical issues in finance include:- window dressing, misleading financial analysis, insider trading, securities fraud leading to manipulation of the financial markets, bribery, kickbacks, over billing of expenses, facilitation payments, fake reimbursements, churning, deception etc.

The ethical issues in HRM include:- Discrimination issues i.e. discrimination on the bases of age, gender, race, religion, disabilities etc, sexual harassment, affirmative action, issues surrounding the representation of employees and the democratization of the work place, trade unionization,

issues affecting the privacy of the employee like workplace surveillance, drug testing etc., discrimination with whistle-blower, issues relating to the fairness of the employment contract, matters related to occupational safety and health.

The ethical issues in marketing include:- Pricing issues like price fixing, price discrimination, price skimming, anti-competitive practices like manipulation of supply, exclusive dealing arrangements, tying arrangements, misleading advertisements, contents of advertisements, children and marketing, surrogate advertising, black markets, grey markets.

The ethical issues in production include:- Flawed, addictive and intrinsically hazardous products, greenhouse gasses, smog, environmental ethics, carbon emissions, genetically modified food, product testing etc)

**UNIT IV: Business Ethics in a Global Economy** - Business - society - legal and economic perspectives - benefits and fundamental principles of social audit - corporate social responsibility (CSR) - historical perspective of CSR - concept and principles - corporate sustainability - ethical perspectives in international business - culture and international business cultural relativism - global ethical issues. (6 Hrs)

**UNIT V: Corporate Governanc** - Definition - need for corporate governance - evidence of corporate governance from Arthashasthra - elements of good corporate governance - corporate governance theories - Agency Theory - Shareholder Theory - Stake Holder Theory - Stewardship Theory – developments in corporate governance - evolution in US, UK and India – board effectiveness - issues and challenges - role and types of directors - corporate board committees - corporate disclosure - emerging trends in corporate governance - corporate board duties - responsibilities and liabilities. (6 Hrs)

(Case Studies)

## REFERENCES

- Kumar Senthil, Rajan Senthil, *Business Ethics and Values*, 1e, 2006, Himalaya Publishing, Mumbai.
- Jennings M.Marianne, *Cases in Business Ethics*, 2008, Cengage Learning India Pvt Ltd, New Delhi.
- Murthy.C.S.V, *Business Ethics – Text and Cases*, 2010, Himalaya Publishing, Mumbai.

- Gavai.A.K, *Business Ethics*, 1e, 2008, Himalaya Publishing House, Mumbai.
- Prasad Keshoo, *Corporate Governance*, PHI,2/e.
- V Balachandran, V Chandrasekharan, *Corporate Governance, Ethics and Social Responsibility*, PHI, 2/e, 2011.

### **Third Semester: Core Paper**

## **MBA 303 STRATEGIC MANAGEMENT**

***Objective:** This course is aimed at providing the students with consistent framework across strategic analysis, strategy formulation, and strategy implementation.*

**UNIT I: Basic Concepts of Strategic Management and Business Policy** - Evolution of strategic management - strategic management process - levels of strategy - constitution of board - role and functions of corporate board and top management in strategic management.

**UNIT II: Environmental Scanning** - External and internal analysis – SWOT - industry analysis - resource based view and value chain analysis - core competency and competitive advantage - VRIO model.

**UNIT III: Strategy Formulation** - Vision – mission – objectives - strategies and policies - corporate strategies – stability – integration – intensive - diversification and retrenchment strategies - mergers and acquisitions – co-operative strategies - business level strategies.

**UNIT IV: Functional Level Strategies including R&D and IT Strategy** - In-sourcing and out-sourcing - operating and financial analysis - portfolio analysis (BCG & GE Matrix) - strategy implementation - programmes – budgets – procedures - role of organizational structure - culture and leadership - *McKinsey 7S framework* - *concept of balanced scorecard* for strategic implementation.

**UNIT V: Strategy Review, Evaluation, and Control** - Different types of strategic controls - strategy for entrepreneurial ventures and small businesses - strategy for non-profit organizations - concept of Blue Ocean strategy.

### **REFERENCES**

*Strategic Management and Business Policy* - Wheelers & Hunger - 13E, Pearson.

*Strategic Management*, 14E- Fred R. David, Pearson Education.

*Strategic Management*, Gregory G. Dess and Alen Miller, Mc Graw Hill International.

*Strategic Management*, 12<sup>th</sup> Edition John - A. Pearce, Richard B. Robinson and Amita

Mital, McGraw Hill International

**Human Resources Management**  
**Third Semester**

**MBA 3H1 - TRAINING AND DEVELOPMENT**

*Objective: To provide a clear idea about the principles of training and also to emphasise the value of developing and designing training programmes for the betterment of the organization.*

**Unit I: Introduction to Training** - Concept, Role, Need and Importance of Training, Types of Training, Philosophy of Training, Principles of Training, Components of Training, Developing an Integrated Approach of Learning in Training Programme.

**Unit II: Training Need Identification** - Concepts, Determination of Training Needs, Approaches to Training Needs Assessment, Tools/ Methods of Identification of Training Needs, Recent scenario of TNI, TNI Cycle of Events.

**Unit III: Training Design** - Concept of designing Training programs, Process, Design Theory, Matching methods with outcomes, Trainer Identification, Methods and Techniques of Training, Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training – preparation of training proposals.

**Unit IV: Implementation and Evaluation** - Different Methods of Training, Integrated Instructional Strategy, Orientation Training, Diversity training, Team Training, Training Equity; Rationales for Evaluation, Methods of Evaluation, Evaluation Design Issues – induction Vs orientation.

**Unit V: Management Development** - Focus & Approach to Management Development, general Characteristics of Managers, Integration of Strategies & management Characteristics, Management Development Implications Strategies for Training executives.

**References**

- ❖ Buckley, R., & Caple, J.; The theory and practice of Training (5th ed.). London and Sterling,
- ❖ Lynton, R., Pareek, U.; Training for Organizational Transformation for Policy Makers and Change Managers, Sage, London,
- ❖ Rae, L.; How to Measure Training Effectiveness, 3rd ed., Gower, Aldershot
- ❖ P. Nick Blanchard, James W. Thacker; Effective Training;: Systems, Strategies & Practices, Second Edition; Pearson Education

## **MBA 3H2 - ORGANISATIONAL CHANGE AND DEVELOPMENT**

*Objective: To develop competency in managing change in the organization through various organization development intervention strategies*

**Unit I: Nature of Change** - Necessity for Change; creating readiness for Organizational Change, A readiness Model, Interpersonal & Social Dynamics, Change Agent attributes.

**Unit II: Planning for Change** - Integrated Strategic change model; Managing Strategic Change; Transformational Change & its characteristics; Continuous Learning & change, Cultural & climatic factors affected by change; Global perspectives related to change

**Unit III: Change Process** - Change Cycle; change process; leadership patterns & Transformational strategies; Cultural & Climatic factors affect Change; Sustainable change Process.

**Unit IV: Change Implementation** - Resistance to change; Strategies to overcome the resistance; Strategies to face the resistance to change; Business Process Re-engineering (BPR), Leader as a change agent in organizations

**Unit V: Organizational Development** -Introduction; Evolution and nature of OD; Foundations of OD, The Process of OD, Major OD Interventions & strategies and their expected outcome; Special applications of OD & future directions in OD

### **References:**

- ❖ Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change; 4<sup>th</sup> Edition; Tata McGraw –Hill Publishing Company Ltd, New Delhi.
- ❖ Cummings & Worley: (2011); Organization Development & Change; 7<sup>th</sup> Edition; Thomson; South Western Publication.



## **MBA 3H3 – GROUP DYNAMICS AND TEAM BUILDING**

**Objective:** *To make the students understand the scope and significance of group dynamics and team building.*

**Unit I:** Group Dynamics - Nature of groups and group dynamics-group formation . Group structure – Group development

**Unit II:** Group Decision making - methods of group decisionmaking- group conflict – sources of conflict –process –coalitions. Resolving intergroup conflicts

**Unit III:** Team Dynamics - Transforming groups to teams, Types of teams, stages of team building and its behavioral dynamics – team building in modern corporates

**Unit IV:** Team Process - team communication – process, communication effectiveness and feedback, Delphi techniques, nominal group techniques, traditional brain storming, electronic brain storming – negative brain storming.

**Unit V:** Team building - team work and teambuilding – team leaders and supporting teams – selection and allocation of team players – developing collaboration in teams- social loafing , synergy in team , self managed teams.

### **References**

1. Group dynamics – Forsyth .D R, Addison – Wesley
2. Team Building – Issues and Alternatives, Dyer Addison – Wesley
3. Organizational Behaviour – Fred Luthans
4. Organization Behavior – Stephen P Robins

## **MBA 3H4 - STRESS MANAGEMENT AND COUNSELING**

*Objective: This course provides students with a holistic approach to health focusing on competencies to manage stress. Students learn the basic concepts of stress and counseling, its importance in day to day life, relationship between lifestyle and health. Through the reflective use of specific skills, tools, and new knowledge, students will have an increased opportunity to enhance their lives and the lives of those around them. The students get an opportunity to understand the need to deliver or practice a repertoire of techniques for stress management.*

**Unit I: Introduction to Stress** – Definition & History – Contributions of H. Selye, Stressors, Types of Stress. **Models of Stress** – The General Adaptation Syndrome ( G.A.S), The Bucket Model of Stress, The Bounce Model of Stress, The Burn Out Stress Syndrome Model of Stress ( BOSS), The Kosha Model of Stress and the schematic representation of Sheaths in the Kosha Model.

Burn Out – Definition and Basic Concept – Phases in Burn Out - Attitudinal characteristics of Burn Out, Model of Burn Out – common myths related to stress

**Unit II: Work Place Stress / Occupational Stress** – Sources & Symptoms, Behavioural Consequences, Integrative Model of Stress & Work, Karasek’s Demand Control Model of Occupational Stress.

**Personality and Stress** – Type A and Type B Personality and Stress – distress prone and distress resistant personalities - Stress and Personality using the Myer Brigg’s Type Indicator ( MBTI) - Practical Knowledge on Stress and Stress Management at Work Place - Stress Management with respect to Working Women, Stress Management in the Service Industry – Study among the Executives in I.T Industry, Banks, Hospitals, Airlines etc. Stress Management in the Manufacturing Industry – symptoms of stress and remedial measures

**Unit III: Management of Stress** – Methods of Stress Management – Personal Vs Organisational. Stress Management methods, **Self Management** as a Stress Management tool, **Relaxation Techniques**, Managing Stress through Nutrition & Diet – The role of Nutrition & Diet in stress Management, Managing stress through Yoga, Meditation and Humour, Reiki – Hands that heal stress – Reiki treatment for the improvement of the body and mind, Life Style Management - to prevent and control work environment stress.

**Emotional Intelligence** - Emphasis of Emotional Intelligence to Manage Work Stress and Emotions- Components of EI, Importance of Managing one’s EI effectively – techniques for conquering procrastination

**Unit IV: An Introduction to Counseling** – Definition, Concept of counseling, Major goals of counseling , Process of Counseling, Types of Counseling. Changing role of Counseling in the

work place. Basic Issues in Counseling Practice-Introduction to Counseling Skills - The nature of the counseling relationship, What to do and what not to do when starting to counsel, The process of listening, When to reveal one's own feelings.

**Unit V: Counseling as a tool for mental health diagnosis – ABC/CBT Model of Counseling.**  
Counseling as a Stress intervention method - Acute Stress Disorder and Post Traumatic Stress Disorder Management through Counseling.

**Case Discussions .**

### **References**

- Schafer, Walt (2000). Stress management, (4 th ed), New Delhi: Wadsworth – Cengage Learning India Pvt. Ltd.
- Lazarus, R. S. & Folkman, S. (1984). Stress, Appraisal and Coping, New York; Springer Publishing Company, Inc.
- Pestonjee, D.M. (1999). Stress and Coping. (2nd) New Delhi: Sage publication.
- Cartwright, S and Cooper, C. L. (1997): Managing workplace stress, New Delhi: Sage
- Cooper, C. and Payne, R. (1988): Causes, Coping and Consequences of Stresses at Work. Chichester: Wiley.
- Bright.P.S, 'Stress Causes & Cures', Bright Carrer Institute, Delhi, 2008.
- Kaila L.H, Pai Sathish, Ravishanker, Dhar Upinder, "Stress management- Western & Indian Techniques", Himalaya Publishing House, Delhi, 2005.
- Hariharan Meena, Rath Radhanath, "Coping with Life Stress", Sage Publications, Delhi,1e, 2008.
- Bond Tim (1997) Standards and Ethics for counselors in action, New Delhi: Sage
- Colin Felthman and Ian Horton (2000) (Ed), Handbook of Counseling and Psychotherapy, New Delhi: Sage

## **MBA 3H5 - CAREER MANAGEMENT**

**Objective:** *To develop skills in generating and using personal skill data and utilizing the organization resources in making career decisions and self development plans*

**Unit I:** Career concepts - Roles – career stages –career stages. Career planning and process – Career development models – Career motivation and enrichment – Designing career development Systems

**Unit II:** Career development – Concepts, theories of career development – Career development and Organizational Strategy – Career Paths – Transition and Plateaus – Dual ladderding for career development – Managerial Succession Planning

**Unit III:** Human Resources Management in Career Management – Evaluation Career Management Systems – Challenges in Career Management – Equity and competency based compensation.

**Unit IV:** Application of Assessment Centers in Competency Building – Issues in Career Management.

**Unit V:** Relevance of ethics in Career Management–Intervention strategies – PCMM , CMM

### **References**

1. Personal and professional development assuring your career , Ben Ball, Hyderabad University Press
2. Career Counseling : a field for teachers and trainers , Arulmani , Tata Mc Grawhill;
3. Management: A competency based approach , Don Hellriegal et al , Thomson Asia , Singapore

## **MBA 3H6 - PARTICIPATIVE MANAGEMENT**

***Objective:** The objective is to provide the basic inputs that are necessary to understand and appreciate the concept of participative management and its forms and levels.*

**Unit I: Meaning of Participative Management** - participative management as a concept – economics , Psychological , Social, Political view points – origin and growth of participative management – objectives – styles.

**Unit II: Types of Participative Management** - Informative participation ,Consultive participation , Associative participation , Administrative Participation and Decisive participation.

**Unit III: Structural arrangements for Participative Management** -: National level, Corporate level , Plant level, Zonal Level and Shop level – Role of external and internal factors in influencing the levels of WPM.

**Unit IV: WPM in India and abroad** - experiences of PSUS and private sectors , the participation of workers – Suggestions for improving WPM in Indian companies – WPM in abroad – Evaluation – Comparison.

**Unit V: Issues and future of participative management** - Training and development methods for participative management - Current trends in management - Issues and future of participative Management.

### **References**

1. Workers Participation in Management – P .VenkataRamana
2. Workers Ownership and Participative Management – A K Kedia
3. Workers Participation in Management with special reference to India – G .Varandani

## **MBA 3H7 - PERFORMANCE MANAGEMENT**

*Objective: To make the students understand the importance and process of performance management and the various tools available for measuring performance*

**Unit I: Introduction to Performance Management** - Aims, Characteristics; Developments in Performance Management; Concerns; Understanding PM, Performance Appraisal and performance Management – PM and MBO – 7 rules of excellence – 7 sins of HR professionals

**Unit II: Process of Performance Management** - Performance Management cycle; PM Sequence, Working of PM; Performance Management Activities; PM in action – feedback management in PM – performance counseling

**Unit III: Performance Management and Development** - Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.

**Unit IV: Performance Linked Rewards** - Methods; Pay Structure; Performance Related Pay (PRP). Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

**Unit V: Evaluating Performance** - Methods, Typical approach in evaluation, the rationale for Performance Management; Performance Agreements; Performance Reviews; feedbacks – e-PM – strategic role of HR professionals

### **References**

- ❖ Armstrong, M & Baron, A (2008) Performance Management: The new Realities; Institute of Personnel & Development, London
- ❖ Rothwells, W (2002) Models of Human Resource Improvement; 2<sup>nd</sup> Edition, American Society for Training & development, Alexandria, VA.
- ❖ Michael Armstrong (2010); Performance Management, 4<sup>th</sup> Edition; Kogan pages.

## **Fourth Semester**

### **MBA 4H1 - COMPENSATION MANAGEMENT**

*Objective: The course acquaints the students with the principles involved in developing a fair wage structure and its effect on both the employees and the organisation*

**Unit I: Introduction to Wages** - Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination, Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration;

**Unit II: Effect of compensation** - Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioural issues in compensation, internal and external equity of wage system, Law relating to payment of wages and bonus in India, Remunerating the Top Brass.

**Unit III: Determining the Pay Level** - Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation; Compensation for executives and R&D staff; Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations; Remuneration plan and business strategy.

**Unit IV: Employee Benefits** - Profit sharing, payment of bonus, Types and significance of incentives, fringe benefits, Retirement plans, productivity and wages; understanding tools in designing, improving and implementing compensation packages.

**Unit V: Managing the system** - Union Role in Wage and Salary Administration, Compensation of Special groups, International pay system, Government and Legal Issues in Compensation

## **References**

- ❖ Milkovich & Newman (2010), Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 8<sup>th</sup> Edition
- ❖ B.D. Singh, (2010) Compensation and Reward Management, Excel Books, New Delhi.
- ❖ Henderson, (2012) Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9<sup>th</sup> Edition.

## **MBA 4H2 - INDUSTRIAL RELATIONS AND LABOUR LAWS**

*Objective: The course provides an insight into the concept of industrial relations and the various legislations affecting it*

**Unit I: Overview of Industrial Relations** - Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organization; ILO in IR.

**Unit II: Trade Unionism and Collective Bargaining** - Trade Union origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

**Unit III: IR Approaches** - Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

**Unit IV: Protective Legislations** - The Factories Act, 1948, The Industrial Disputes Act 1947, The Payment of Wages Act, 1936, The Minimum Wages Act, 1948, The payment of bonus Act, 1965, The Equal Remuneration Act, 1976;The Contract Labour (regulation and abolition) Act, 1970

**Unit V: Social Security Legislations** -The Workmen's Compensation Act, 1923;TheEmployee's State Insurance Act, 1948; The Employees' Provident Funds and Miscellaneous Provisions Act, 1952; The Maternity Benefit Act, 1961;The payment of Gratuity Act, 1972

### **References**

- ❖ Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalaya Publications, 15<sup>th</sup> Ed.)
- ❖ Singh B.D; Industrial Relations, Second Edition, Excel Publishers.
- ❖ Sinha; Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1<sup>st</sup> Ed.)
- ❖ Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4<sup>th</sup> Ed.)
- ❖ VenkataRatnam – Industrial Relations (Oxford, 2006, 2<sup>nd</sup> Ed.)
- ❖ Indian Law Institute, Labour Law and Labour Relations-Cases and Material,Bombay,Tripathi,
- ❖ S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi,
- ❖ *Debi S. Saini,Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi)*



## **MBA 4H3 - GLOBAL HUMAN RESOURCES MANAGEMENT**

***Objective:** The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations*

**Unit I:** Approaches to GHRM – Introduction to IHRM--International organization – approaches to the study of comparative employment policy – convergence theory, Marxist theory, the cultural approach – the institutionalist Perspective/functions - Globalisation and HRM.

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

**Unit III:** International staffing and development –Policies and practices –Techniques and sources of global recruitment ,selection process-global labour market differences-global compensation – Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

**Unit IV:** Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

**Unit V:** HRM in Global Organisations – Ethics in International business- Western and Eastern Management thoughts in the Indian context—Global talent management

### **References**

1. International Business: By K. Aswathappa
2. International Human Resources:By P. Subba Rao
3. International HRM:By DR. NILANJAN SENGUPTA and DR. MOUSUMI S. BHATTACHARYA
4. Brewster, C. (2007). Comparative HRM: European views and perspectives. International Journal of Human Resource Management 18(5): 769-787.

## **MBA 4H4 - STRATEGIC HUMAN RESOURCES MANAGEMENT**

***Objective:** The aim of this course is to develop an analytic and theoretical understanding of the HR practices to make it a strategic resource in the organization.*

**Unit I:** Concept of SHRM-- Definition, objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Application of SHRM in changing organization scenario.

**Unit II:** Human resource planning—Strategic approaches to recruitment and selection; Analysis of selection and recruitment practices of professionally managed companies; Corporate career planning and succession planning; Strategic workforce planning; Understanding and measuring human capital; Talent acquisition; HR outsourcing.

**Unit III:** Strategic performance development approach. Trends in performance appraisal—self appraisal, competency mapping, balance scorecard; using KPA's for peak performance; Retention strategies—combating job hopping; HR empowerment through performance management

**Unit IV:** Changing role of training—proactive training management; strategic activities for developing training team; Innovative web based training—m-learning, e-mentoring,e-coaching; Strategic employee empowerment.HR audit and accounting

**Unit V:** Change management and strategic HRM; Strategies to overcome HR challenges faced by Indian companies; Strategic competencies for HR professionals; Global competitiveness and Strategic HR

### **References**

1. Strategic Human Resource Management : By Jeffrey Mello
2. Armstrong's Handbook of Strategic Human Resource Management : By Michael Armstrong
3. Strategic Human Resource Management and Development: By Richard Regis
4. Human Resource Management: By Robert L. Mathis, John Jackson
5. Strategic Human Resource Management: By Catherine Truss, David Mankin, Clare Kelliher

6. Issues in Global Business and Management Research: Proceedings of the IOCBM 2008 :  
By Mehran Nejati, Azadeh Shafaei, Mostafa Nejati
7. Strategic Training Management: Transforming the Business of Training: By Catherine  
Mattiske
8. Advanced Web-Based Training Strategies: Unlocking Instructionally Sound  
Online Learning : By Margaret Driscoll, Saul Carliner
9. Corporate Planning and Strategic Human Resources Management: By Mrs.Radha Raj

## **MBA 4H5 - MANAGING DIVERSITY IN WORKPLACE**

*Objective: The objective of this course is to develop competencies in students to manage a diverse team*

**Unit I: Introduction to Diversity** - Fundamentals of Diversity – Levels of Diversity Discrimination – Forms of discrimination – Models and process of Diversity - Theories of diversity.

**Unit II: Understanding Primary Aspects of Diversity** - Race and ethnicity – Cultural diversity – Issues of expatriate managers – Impact of culture on Negotiation Gender diversity in workplace – Women in Leadership Position – Issues; Generational Diversity in workplace.

**Unit III: Understanding Aspect of Diversity** - Social class – Does social class makes a difference in the workplaces in India/other countries. Impact of religion, appearance, disability in workplaces.

**Unit IV: Managing Diversity** - Ethical , Legal and Communication issues - Ethics of workplace diversity – Legal aspects of diversity in workplace . Improving communication in today’s diverse workplace.

**Unit V: Managing Diversity from organization stand point** - Creating and sustaining diversity and inclusion in organization developing and motivating a changing workforce – Diversity Training

### **References**

1. Managing diversity ; toward a Globally inclusive workplace - Michalle E Mor Barak
2. Understanding and managing diversity - Carol Harvey

## **Elective: Marketing Management**

### **Third Semester**

## **MBA 3M1 - SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

*Objective: This course will equip the students with basic understanding of logistics and supply chain management and its application in business*

**Unit I: Logistics** - The Logistics of Business- Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization- Principles, Participants of Transportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALIS)

**Unit II: Supply Chain Management (SCM)** - Concept of SCM- Components- Features- Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buy decision- indigenous and global sourcing, Development and Management of suppliers- Cost management- Negotiating for purchasing and subcontracting- Purchase insurance.

**Unit III: Manufacturing Scheduling and Strategic Warehousing** - Manufacturing flow system- Work flow automation- Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

**Unit IV: Information Technology and SCM** - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy

**Unit V: International Logistics and Supply Chain Management** - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

### **References**

1. Bowersox, Closs, Cooper, *Supply Chain Logistics Management*, McGraw Hill.
2. Donald J Bowersox, David J Closs, *Logistical Management (The integrated Supply Chain Process)*, TMH
3. Sunil Chopra, Peter Meindl, *Supply Chain Management (Strategy, Planning and Operation)*, Pearson Education, India.
4. Burt, Dobbler, Starling, *World Class Supply Management*, TMH.

## **MBA 3M2 - INTEGRATED MARKETING COMMUNICATIONS (IMC)**

***Objective:** This course will equip the students with knowledge about the nature, purpose and complex construction in the planning and execution of an effective Integrated Marketing Communications (IMC) programme. Students will learn about various tools of IMC and the importance of coordinating them for an effective marketing communications programme.*

**Unit I: Marketing Communications-** Meaning; Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Marketing Communications Planning and Budgeting Process; Consumer Behaviour and Marketing Communications; Marketing Communications Research

**Unit II: Advertising-** Definition, Importance and Scope; Types of Advertising (Online & Offline); Advertising Planning and Objective; Budgeting; Creative Strategy, Tactics and Format-Advertising Appeals, Advertising Execution Styles; Media Planning and Strategy; Ad Agency-Functions, Organisational Set-Up; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Regulatory Framework of Advertising; Advertising Research

**Unit III: Sales Promotion & Personal Selling-** Sales Promotion- Importance and Scope of Sales Promotion; Need and Objectives of Sales Promotion; Types of Sales Promotion-Consumer, Trade and Sales Force Promotion; Developing and Implementing Sales Promotion Campaign; Sales Promotion Budgeting; Sales Promotion Evaluation; Effect of Sales Promotion on Brand Equity; Personal Selling- Importance and Scope; Personal Selling Process; Integration of Personal Selling With Other Elements of Marketing Mix; Performance & Evaluation of Personal Selling Efforts.

**Unit IV: Public Relations, Publicity, and Direct Marketing-** Public Relations- Tools of PR; Process of PR; PR Officer- Role and Functions; Measurement and Evaluation of PR Effectiveness; Publicity- Relevance and Scope; Methods Of Publicity; Direct Marketing-Objectives and Scope; Types of Direct Marketing; Measuring Direct Marketing Performance

**Unit V: Integrated Marketing Communications-** Definition and Scope, Evolution of IMC; Role of IMC in the Marketing Planning Process; Reasons for the Growth of IMC, Integration Process of Marketing Communications; Above the Line & Below the Line Communication, 360 degree Marketing Campaign, IMC for Consumer And Industrial Products; Ways for Successful Implementation of IMC; MC Budgeting; Online Marketing Communications; Legal and Regulatory Aspects of IMC.

### **References**

1. Aaker, David A et. el.: Advertising Management, Prentice Hall of India, New Delhi.

2. George E Belch & Michel E Belch: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.
3. George Belch, Michael Belch & Keyoor Purani: *Advertising and Promotion-An Integrated Marketing Communications Perspective*, Tata McGraw Hill, 2010
4. Kruti Shah and Alan D' Souza: Advertising & Promotions: An IMC perspective, Tata McGraw Hill
5. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012
6. Tom Duncan: Principles of Advertising & IMC, Tata McGraw Hill
7. S.A. Chunawalla & K.C. Sethia: Foundations of Advertising Theory & Practice- Himalaya Publishing

## **MBA 3M3 – CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

**Objective:** *The objective of this course is to make the students understand the consumer decision making process and its applications in the marketing functions of a firm. The course also seeks to impart the skills required for conducting marketing research.*

**Unit I: Consumer Behaviour** - Linkages with the Decision Making Process in Marketing Management; Consumer and Business Market- Factors Influencing Consumer Behaviour- Culture, Social Class, Social Group & Family, Life Style; Individual Determinants of CB- Motivation and Involvement , Behaviour Modification, Personality & Self Concept; Perception, Learning, Attitudes and Changing Attitudes.

**Unit II: Consumer Decision Process** - Problem Recognition, Information Seeking Process, Information Evaluation Process, Purchase Process and Post Purchase Process, Cognitive Dissonance - Buying behaviour models

**Unit III: Marketing Research** - Nature, Scope and Limitations- Marketing Research process- Role of MR in decision making- Identification of the research problem and formulation and procedure of hypothesis testing and objectives- Exploratory, Descriptive and Causal Research designs- Concept of Scaling, Comparative and Non comparative- Formulation of Questionnaires and form design.

**Unit IV: Data Analysis and Reporting** - Univariate Statistics; t-test, chi square and testing of proportion- Bivariate Analysis; Simple correlation and regression analysis- Multivariate analysis; analysis of dependence [multiple regression, discriminant, MANOVA] and interdependence [factor analysis, cluster analysis]- Use of SPSS in Data Analysis- Report preparation format- report writing guidelines- report distribution, reading and follow-up.

**Unit V: Applications of MR in Business-** Market Segmentation Studies, New Product Research, Brand Equity Research, Advertising Research, Consumer Behavior Research, Pricing Research- International Marketing Research- MR and IT; Online research, data warehousing and mining - Ethics in MR

### **References**

- Consumer Behaviour: Ramanuj Majumdar, PHI
- Consumer Behaviour: Leon, Schiffman, Kanuk; PHI
- Consumer Behaviour: David L Loudon & Albert Bitta; Mcgraw Hill
- Consumer Behaviour Text & Cases: Lalitha Nair; Himalaya
- Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, NewDelhi.
- Boyd, Westfall and Statsch, *Marketing Research*, Irwin Inc, 2010.
- Nargundkar R, *Marketing Research*, 3rd Edition, TMH, 2011.
- G.C.Beri, *Market Research*, Pearson Education, New Delhi.
- William G Zikmund, *Business Research Methods*, Cengage Learning.
- Cooper & Schindler, *Marketing Research*, Concept & Cases. Tata McGraw Hill, India



## MBA 3M4 - SERVICES MARKETING

**Objective:** *The objective of this course is to develop insights into emerging trends in the services sector and tackle issues involved in the management of services.*

**Unit I:** Role of service sector - Structure and growth - Recent trends in service sector - Characteristics of services - Components and tangibility spectrum – Distinctive marketing challenges and need for separate marketing strategies, classification of services - Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

**Unit II:** Creating, delivering and performing service - Basic, Articulated and Exciting Attributes - Service blue prints – Pricing of services- promotional mix and communication Efforts, Delivery of services through intermediaries, People, Process and Physical evidence.

**Unit III:** Consumer behavior in services - customer satisfaction - customer expectation and customer perceptions - gap analysis - quality perceptions in services - guarantee, customisation of service - service recovery and problem solving- - Impact of service failures versus product failures. - Measuring Service Quality -employee role of service marketing - role of technology

**Unit IV:** Segmentation / positioning / differentiation and retention strategies applicable to service marketing - relationship marketing - measuring customer satisfaction surveys: - design and analysis, Concept of loyalty- Creation of a loyalty programme, Demand Management in Services, Supply and Demand considerations in Services

**Unit V:** Distribution of Services - Physical Channels – Franchisee, Marketing of banking services, tourism, financial services, consultancy, hospital care and cure marketing, business schools, transport services, care taking etc.

### References

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – *Services Marketing: People, Technology, Strategy*, Pearson, New Delhi.
2. Vinith Kumar Nair, *Cases in Services Marketing*, Excel Books, New Delhi
2. Helen Woodruff, *Services Marketing*, Longmen Group, New Delhi.
3. Adrian Payne, *The Essence of Services Marketing*, Prentice Hall, India

## MBA 3M5 – PRODUCT AND BRAND MANAGEMENT

**Objective:** *The objective of this course is to familiarise the students with the concepts and strategies involved in product management and branding for effective brand building.*

**Unit I:** Product Management - Product – Definition, Levels of Product; Definition of Product Management, Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management

**Unit II:** Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management

**Unit III:** New Product – Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases

**Unit IV:** Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Financial and Social Value of Brands; Brand Equity- Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Developing and Managing Brands; Brand Extension Strategies; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism

**Unit V:** Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Revitalisation; Brand Audit; Global Brands; Successful Indian Brands

### References

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India.
2. K S Chandrasekar, *Product Management- Text and Cases*, Himalaya Publishers
3. Kapferer: *Strategic Brand Management*, Kogan Page, New Delhi, 2012
4. Subrato Sen Gupta: *Brand Positioning*, Tata McGraw Hill, Delhi 2004.
5. Y.L.R Moorthy.: *Brand Management*, Vikas Publication House, New Delhi. 2012
6. Sasikumar and KS Chandrasekar, *Branding Insights*, Himalaya Publishers

## **MBA 3M6 - RURAL MARKETING**

*Objective: The course is designed to help the students to understand the marketing efforts for rural areas and to provide practicality and facilitate enhanced learning*

**Unit I:** Introduction to Rural Marketing – Nature, Definition and Scope of Rural Marketing. Rural marketing environment: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements. Rural Market - Size & structure, Segmentation of Indian rural market, Rural and Urban Market: A Comparative Analysis, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets.

**Unit II:** Importance of Rural marketing research- Rural Marketing Research (Industrial, Consumer) - Research design, Reference frame, Research approach (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.), Rural Consumer Behavior - Characteristics of Rural consumer. Creating and delivering value.

**Unit III:** Rural marketing Mix- Rural Marketing Mix Strategies - Rural Product Strategies and Brand Management – Marketing of agricultural produce, Rural Artisans' Products, Industrial products, Product Planning, New Product Development for Rural Markets, Brand Management Rural Pricing Strategies – Rural Distribution Strategies- Rural Retail Channel Management, Public Distribution System, Co-operative Societies as channel, Agricultural agents, Agricultural input dealers.

**Unit IV:** Communication in Rural marketing- Rural Promotional Strategies - Challenges in Rural Communication, Target Audience. Mass Media, Non-Conventional Media, Personalized Media, Promotion through rural education, Rural Media - The importance of the two-step flow of communication Media Typology, Media innovation, Influence of Consumer Behavior on Communication strategies, Media Model, Media Innovation.

**Unit V:** Social Marketing influence and Future of Rural Marketing- Social Marketing - Corporate Social Responsibility and Rural Marketing. Role of government in Rural Marketing. Role of NGOs in Rural Marketing. The Future of Rural Marketing - Focused Marketing Strategies - Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Public-Private Partnership, E-Rural Marketing, Emerging Trends in Rural Marketing- Rural Innovation

### **References**

1. Badi & Badi, *Rural Marketing*, Himalaya Publishing New Delhi.
2. Dogra, Ghuman, *Rural Marketing*, TATA McGraw-Hill.
3. Krishnamacharyulu C.G & Lalitha Ramakrishnan, *Rural Marketing*, Pearson Education.

## **MBA 3M7 – SALES AND DISTRIBUTION MANAGEMENT**

**Objective:** *The purpose of this course is to acquaint the students with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.*

**Unit I:** Selling and Marketing concept – theories of selling, Classification of sales people – Characteristics of sales people – Personal selling: Selling Process- Prospecting: Steps – Preapproach: Objectives, Sources – The Approach: objectives, methods – The presentation: strategies, developing, situational selling – Handling objections: Attitude, strategy, Methods, Types of objections, Specific situations – Closing: tactics methods – follow up.

**Unit II:** Sales organization: Types sales potential – Determining the sales force profile – Product market analysis – Determining the sales force size – Territory management: Accounts and sales potential salesperson workload, designing territories, reasons and procedures and assigning to sales persons-routing –time management.

**Unit III:** Sales force management: Recruitment and Selection: Job analysis, Manpower Planning,

Job specification and Job description, sources of sales recruits, Problems in screening and selecting the applicants – Sales targets: Quantitative & Quantitative methods. Planning sales force training methods, content, and execution, training the dealer salespersons and evaluating the training programmes – Leadership and supervision – Compensation: Objectives, remuneration methods, incentives – Motivating the sales force – Sales meetings and Sales Contents.

**Unit IV:** Evaluation and control: Performance Appraisal – Sales budget – Sales Quotes – Systems approach – Sales Management audit – Sales analysis: sales related, cost related, activity related, activity related – Determinants of sales person performance.

**Unit V:** Distribution Objective/Strategy - Interface between Sales force and Channel, Channel Design, Implementing Channel Design, Managing the Channel Members, Channel Power and Conflict

Channel Evaluation ; Distribution planning, costs and control- Functions of intermediaries (wholesaler & retailers), Selection and motivation of intermediaries, Need, criterion and establishing objectives for intermediaries; Control issues- Major cost centers in distribution, Establishing standards for control, Controlling channel members and tools for control

### **References:**

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases – PHI.
2. Johnson, Kurtz & Scheuing : Sales Management Concept, Practices & Cases – McGraw Hill.
3. Laucaster & Jobber : Selling & Sales Management - Macmillan (India).
4. Sales and Distribution Management by Tapan Panda and Sunil Sahadev. Latest edition, Oxford University Press
5. Sales & Distribution Management by Krishna K Harvadkar & Cavale, McGraw Hill

## Fourth Semester

### MBA 4M1 - INTERNATIONAL MARKETING

*Objective: This course enables the students to get basic knowledge of international marketing and thereby help them to look at marketing from a global perspective.*

**Unit I: Introduction to international marketing** - meaning, definition, nature, scope and importance of international marketing, scanning and monitoring of global marketing environment-physical, economic,socio-cultural,political and legal environments on international marketing, screening and selection of global market, international market entry strategies, factors influencing entry strategy, modes of entry, measures of import restriction and export promotion. International marketing control system, WTO, EXIM policy. Ecological concerns and international marketing ethics, forces restricting international marketing, challenges of international marketing.

**Unit II: International marketing research and product policy** - steps in international marketing research, international marketing planning, organizing, control-issues in international marketing research, international marketing organization system, international product mix-strategy, factors affecting product strategy, international marketing information system and data management.

**Unit III: Market segmentation and positioning** - developing global products, international product planning, major product and service decisions in international marketing, product standardization in international marketing, Segmentation and Positioning in International market, managing product line, international product life cycle, new product development in a global perspective.

**Unit IV: Pricing and channel strategy** - product and services –pricing for international markets, factors influencing international price discrimination; international pricing process and policies, delivery terms and currency for export price quotation-transfer pricing.

**Unit V: Distribution and promotion in international marketing** - international distribution decisions, distribution channel strategy –international distribution channels-roles and function, selection and management of overseas, agents,distribution,logistics,inventory management, transportation, warehousing, insurance: international promotion strategy, marketing mix,IMC-global advertising, global personnel selling, global sales promotion and publicity

#### References

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing, Tata McGraw Hill, New Delhi 2005.
3. U C Mathur,Internatinal Marketing: Text and Cases, Sage India
4. R, Sreenivasan, International Marketing, Prentice Hall India.

## **MBA 4M2 - RETAIL MANAGEMENT**

**Objective:** *The objective of the course is to lay the foundation for an understanding of the various dimensions of Retail Management*

**Unit I:** Introduction –Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects, organised vs. unorganised retailing - Classification of retail stores- growth of retail formats –high street and malls- mall management

**Unit II:** Understanding the Retail Consumers – Store formats- store location-location analysis-store positioning- store design and visual merchandising-breakdown of retailing as a product-Role of private labels , Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP

**Unit III:** Store operations management- SCM- supplier relations – logistics in retailing – merchandise buying and management- warehousing- inventory control- franchisee operations-international retailing-motives, reasons and typologies for international expansion

**Unit IV:** Retail promotions- Impact of Information Technology in Retailing - Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing - Role of Web, Online Retailing, Future Trends- CRM-retail finance- retail statutory obligations- consumerism & ethics in retailing-corporate social responsibility

**Unit V:** Retail human resource management- issues and challenges- recruitment, selection and training- specialised training- retail database marketing – impact of globalisation on retail management - future of retailing

### **References**

1. Michael Levy, Barton Weitz, *Retail Management*, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, *Retail Management*, Oxford Publishing, India
3. Barman, Evans & Mathur, *Retail Management- A Strategic Approach*, Pearson Publications

## **MBA 4M3 - STRATEGIC MARKETING MANAGEMENT**

**Objective:** *Being a capstone course of the Marketing specialisation, the key objective of this course is to help students sharpen their analytical abilities in integrating strategic marketing decisions in a comprehensive manner*

**Unit I:** Introduction - Corporate Strategy & Marketing Strategy, Hierarchy of Strategies, Mission & Vision, Marketing orientation, The SBU concept. Considerations for formulation of marketing strategies for all components of Marketing Mix (Products & Services).

**Unit II:** An approach to strategy formulation – Marketing Research, Forecasting Contextual Possibilities – Trend Projection, Delphi Approach, Planning Scenarios, Analytical tools – Financial Models, Portfolio Models, Benchmarking & the PIMS Model. Michael Porter’s five-force competition model – Generic Strategies, Concept of Value Creation – Cost drivers & Uniqueness drivers, 4C’s of Strategy, SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness.

**Unit III:** Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services, Constraints in marketing strategy implementation, Relationships - with Suppliers, Customers, & Channels of Distribution, Offerings – Marketing Mix – Segmentation, Targeting & Positioning, Timing – Timing of Entry and Exit – Effect of Product Life Cycle on Strategy, Resources Deployment – Value-based Planning, Monitoring, Shareholder Value.

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

**Unit V:** Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s Marketing strategy formulation.

### **Recommended Readings**

1. Marketing Management: Analysis, Planning & Control: - Phillip Kotler
2. Business Policy & Strategic Management – Azar Kazmi
3. Strategic Marketing-David W.Cravens ,Nigel f.Piercy
4. Marketing Strategy, TMH Ed. - Boyd Walker, Mullins Larrech

## **MBA 4M4 SOCIAL MARKETING**

***Objective:** The course seeks to develop and integrate marketing concepts required for influencing social behavior of the target audience and the general society*

**Unit I: Introduction-** definition- history- scope- limitations- need for social marketing- social Marketing plan- process- Evolution in India vis a vis other countries

**Unit II: Segmentation-** Evaluation and Differentiation- Targeting audiences for social marketing- Consumer behaviour issues in social marketing- Need for marketing research - scope of Public health promotions and social marketing

**Unit III: Theoretical and conceptual models of social marketing-** Designing the right offer-methods and process- approaches to disease prevention – new offers development- pricing the Services

**Unit IV: Building distribution channels and creating opportunities-** Channel management-involving Clients in social marketing- promotional strategies- interventions: methods- role of agencies- Advertising and sales promotions issues

**Unit V: Control of social marketing programmes:** Review and assessment of progress- role of Consultants and agencies- followup mechanisms- partnerships- PPP model.

### **References:**

1. Kotler, Lee, N. ,”Social Marketing: Influencing Behaviors for Good”, Sage Publications,2011
2. Kotler, P., Roberto, N & Lee, N., “Social marketing: Improving the quality of life”, Sage Publications, 2002
3. Andreasen, A, “Social marketing in the 21<sup>st</sup> century”, Sage Publications,2006.
4. Case studies from Taylor and Francis: Cases in Public Health Communication and Marketing



## **MBA 4M5 - DIGITAL MARKETING**

**Objective:** *The main objective of the course is to help students understand digital marketing methods, from a variety of perspectives—as analysts, consumers, and entrepreneurs. This course will cover basic marketing and statistical concepts and provide an introduction to different online marketing tools like email marketing, SEO/SEM and social media analytics*

**Unit I:** Principles and Drivers of New Marketing Environment – Web 2.0- Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – SoLoMo (Social-Local-Mobile)- Social Media Sites & Monetisation- Careers in Social Media Marketing, Online content development & key word optimisation.

**Unit II:** Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media Marketing Segments- Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising – Trends, Web Analytics.

**Unit III:** Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing- Internet Enabled Retailing - Turning Experience Goods into Search Goods

**Unit IV:** Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing- Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer Led Marketing Campaigns-

**Unit V:** Role of Social Media- Social Community (Facebook, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4 Squares, Banjo etc.)Social Media Measurement & Metrics- Data Mining and Social Media- Role of Social Media in Marketing Research- Big Data and Social Media- Crowd Sourcing- Legal and Ethical aspects related to Digital Marketing.

## References

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Strauss Judy, E-Marketing, Prentice Hall, India
3. Easley D. Kleinberg J., “Networks, Crowds, and Markets – Reasoning about a Highly Connected World”, Cambridge University Press.  
(<http://www.cs.cornell.edu/home/kleinber/networks-book/>)
4. Matthew A. Russell, “Mining the Social Web: Analyzing Data from Facebook, Twitter, LinkedIn and other social media sites”, O'Reilly Media
5. Gavin Bell (Author), “Building Social Web Applications: Establishing Community at the Heart of Your Site”, O'Reilly Media

## **Operations Management**

### **Third Semester**

#### **MBA 3OM1 - SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

*Objective: This course will equip the students with basic understanding of logistics and supply chain management and its application in business*

**Unit I: Logistics** - The Logistics of Business- Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization- Principles, Participants of Transportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALs)

**Unit II: Supply Chain Management (SCM)** - Concept of SCM- Components- Features- Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buy decision- indigenous and global sourcing, Development and Management of suppliers- Cost management- Negotiating for purchasing and subcontracting- Purchase insurance.

**Unit III: Manufacturing Scheduling and Strategic Warehousing** - Manufacturing flow system- Work flow automation- Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

**Unit IV: Information Technology and SCM** - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy

**Unit V: International Logistics and Supply Chain Management** - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

### **References**

1. Bowersox, Closs, Cooper, *Supply Chain Logistics Management*, McGraw Hill.
2. Donald J Bowersox, David J Closs, *Logistical Management (The integrated Supply Chain Process)*, TMH
3. Sunil Chopra, Peter Meindl, *Supply Chain Management (Strategy, Planning and Operation)*, Pearson Education, India.
4. Burt, Dobbler, Starling, *World Class Supply Management*, TMH.

## **MBA 3OM2 – FACILITIES AND LOCATIONS MANAGEMENT**

***Objective:** To develop an understanding of the principles of facilities location and layout design, and material handling systems. The course will try to provide a balanced exposure to available methodologies in facilities location, layout, and materials handling with a practical emphasis on issues that are difficult to capture on quantitative models but are important to consider*

**Unit I: Basics of Facilities Location Selection** – basic concepts, importance of site selection for facilities, factors affecting site selection - objective and subjective factors, considerations in site selection, different types of facilities layout – product, process, combination, fixed, and cellular layouts – comparison of layouts and the factors affecting the layout decisions

**Unit II: Location Selection Schemes and Layout Schemes** – methods to select location for single facility problems and multiple facility problems - tools to analyse the flow requirements in a facility, systematic layout planning – examples, assembly lines, line balancing methods

**Unit III: Design of Auxiliary Service Spaces** – receiving and shipping, storage, aisles, warehousing and employee services – office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity - different types of plant services like steam, compressed air etc.

**Unit IV: Materials Handling System and Equipment** – principles, materials handling in plants, stores, and warehouses, receiving and dispatch area – choice of material handling equipment – cost control in material handling - automatic guided vehicles – basic concept, design and operational control of an AVG system

**Unit V: Elements of Industrial Safety** – health hazards and health standards, NIOSH guidelines and health standards - accidents – causes and prevention of accidents, safety measures and standards, fire and fire fighting equipment, heat stress and prevention, pollution and environmental considerations, occupational safety and health norms

### **References**

- 1 Facilities Planning, Tompkins and White, 4<sup>th</sup> ed, Wiley, 2013
- 2 Facility Layout and Location: An Analytical Approach, 2<sup>nd</sup> ed, Francis McGinnis, and White, Prentice Hall, Englewood Cliffs, New Jersey, 1992
- 3 Manufacturing Facilities Design and Materials Handling, 2<sup>nd</sup> ed, Mathew P. Stephens, Fred E. Meyers, Purdue University Press 2013
- 4 Plant Layout and Materials Handling, 2<sup>nd</sup> ed, S. C. Sharma, Khanna Publishers
- 5 Plant Layout and Materials Handling – James A. Apple, e-book

## **MBA 3OM3 – HEALTHCARE MANAGEMENT**

*Objective: To establish and sustain global competitiveness in healthcare services*

**Unit I: Introduction** - Types of Hospitals- Government – Private – Corporate and public - Functional areas in hospital services management – Difference types of hospital services – Human capital in hospitals- Characteristics features of hospital services- Principles of hospital planning and execution-.

**Unit II: Managing Front Office** - Front office activities like Admission and discharge procedures -Administration of outpatient and inpatient admissions –Emergency services

**Unit III: Records Management** - Types of medical records and significance – Automated hospital services management solution – Maintenance of Medical statistics – Materials records – Creation and management of patient records and personnel records electronically as in EHR– Discharge records – Legal and other operational records-.

**Unit IV: Laboratory Services and Housekeeping** - Classification of labs- Need for managing laboratories-, functions and management of laboratories – Accreditation like NABL, ISO of laboratory procedure and process – Case studies. Sanitation of hospital environment- Basic and special cleaning –Odour control Waste disposal –Safety – Pest control- Interior decoration – outsourcing hospital house keeping services.

**Unit V: Location Planning and Layout of Hospital Systems** - Location decision and layout decision of hospitals-designing for low energy consumption- Department allocation criteria in the building for improved productivity- Designing buildings for easy scaling up of operations- Automated patient handling and equipment handling systems-e-alert systems with e-checkin and e-checkout facility

### **References**

1. G.D.Kunders Designing for Total Quality in Healthcare Prism Books Pvt.Ltd, Bangalore.
2. Goel, S.L and Kumar 2004. Hospital supportive services Deep and Deep Publications, New Delhi.
3. NHS Guide to good Practices in Hospital Administration National Health Services, London.
4. Syed Amin Tabish Hospital and Health Services Administration Jaypee Brothers Medical Publishers, New Delhi.

## MBA 3OM4 - SERVICES OPERATIONS MANAGEMENT

*Objective: To help understand how service performance can be improved by studying services operations management.*

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

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

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

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

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

### References

1. James A. Fitzsimmons, “Service Management – Operations, Strategy, Information Technology”, Tata McGraw-Hill
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton “Successful Service Operations Management”, South-Western, Cengage Learning, 2nd Edition

3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, "Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, "Service Operations Management", Pearson Education.
3. Bill Hollins and Sadie Shinkins," Managing Service Operations", Sage Publications.
4. J.Nevan Wright and Peter Race, "The management of service operations", Thomson Publications

## MBA 30M5 – QUALITY MANAGEMENT

### **Objective**

- 1. Understand the frame work and importance of Total quality Management*
- 2. Understanding and solving the variation in the process and understanding the concept of zero defect in the operational phase*
- 3. To have the better understanding in the concept of six sigma methodology and application of advanced Statistical tools for process improvement*

**Unit I:** Introduction on Total Quality Management, TQM evolution, Concept of Cost of Quality, TQM strategies, Customer satisfaction, Employees participation, Tools in TQM-Bench Marking, Quality function deployment, Failure mode Effect Analysis, concept of Continuous Process Improvement Overview on ISO 9000 standards and clauses, Importance of TQM in Indian context, successful implementation of TQM in

**Unit II:** Statistical Process Control-Importance of SPC, Concept of Normal Distribution, Process Control, briefing and problem solving with 7 QC tools-C&E diagram, process flow Chart, Check Sheet, Scatter Diagram, Pareto Chart, Histogram, Control Chart, Calculation of Acceptance Quality level(AQL), Process Control & process Capability calculation(Cp&CPk), Causes of Process Variability, Estimation on Rejection Percentage, Concept of Seven Advanced QC Tools- Affinity Diagram, Relational Ship Diagram, Tree Diagram, Matrix Diagram, Process decision Programme Chart, Activity Net Work Diagram, Prioritisation Matrix

**Unit III:** Six Sigma-Origin, Basic concepts, Goals of six Sigma, Concept of root cause Analysis, need for six sigma, levels of sigma, Role of Six Sigma green belts, Black belts, Master black belts, Champions in Six sigma implementation, cost of quality at various levels of sigma, Competitive level- concept of world class, Six Sigma Methodology-DMAIC Approach, SIPOC concept, Voice of Customer, Calculation of DPMO and sigma, concept of sigma rating, Six sigma in Service sector-Successful implementation of six sigma in global companies such as Motorola, GE, Bosch and in service sector- case study on Mumbai Dabbawalas

**Unit IV:** Six Sigma Improvement Methodologies-Problem Solving Concept, Selection of Improvement projects, Six Sigma Process Models, Shainin Design of Experiments, Taguchi Approach, Applications of DOE, Define phase, Measure and Improve Phase-Phenomenon, Detailing and illustration on DOE tools for problem Solving with examples-Paired Comparison, Product/Process Search, Component Search, Modified Component Search, Multivariate Analysis, Variable Search, Criteria for identifying the cause and root cause

**Unit V:** Six Sigma-Improve, Control Phase-root cause validation-Better Vs. Current Estimation approach-Tools used in Improve & Control Phase, Precontrol Charts for on line monitoring of process, Variation Analysis, Steps in Variation Analysis, Sampling Analysis-Introduction to



Process Optimization-Stages in Process optimization-Planning, Analysis, Improvement, control-Factorial Analysis, Construction of Math model for process optimization, Concept of Optimal Solution

## References

1. ArthiVenkataraman(2000) Journey Towards Zerodefects: Challenges,Best Practices And Testing Models(Wipro) ,Bangalore
2. Crosby, Philip B(1979) "Quality Is Free" ,Newyork,Mcgraw-Hill Books, Fourth Edition
3. Total QualityManagement-SubburajRamaSwamy-TataMcgraw Hill-NewDelhi,
4. Dr. S. Ramachandran (2010), "Towards Zero Defects",Chennai, Management Consultant, Management Study Centre
5. Joseph A. De Feo, William Barnard(2010), "Juran Institute's Six Sigma Breakthrough And Beyond: Quality Performance Breakthrough Methods.",Newyork, Mcgraw Hill Books
6. Juran, Joseph M., Ed. (1995), A History Of Managing For Quality: The Evolution, Trends, And Future Directions Of Managing For Quality, Milwaukee, Wisconsin
7. N.S.Gupta, B. Velamathi(2007), "Total Quality Management", McGraw Hill Publications, Second Edition

## **MBA 30M6 - ADVANCED PROJECT MANAGEMENT**

*Objective: To apply project management principles in business situations in order to optimize resource utilization and time optimisation.*

**Unit I : Project and Project Management** - Concept of a project, categories of project, project development cycle.

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio, Project Formulation.

Project Manager – Roles- Responsibilities and Selection – Project Teams.

**Unit II: Project Organisation and Conflict Management** - Formal Organisation

Structure – Organisation Design – Types of project organizations. Conflict Origin & Consequences. Managing conflict – Team methods for resolving conflict.

**Unit III: Planning and Budgeting** - The Planning Process – Project identification, Project formulation and preparation : Market and demand estimation technical factors- Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule– Role of Multidisciplinary teams.

Project appraisal: Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount,wage-rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis - Project Budgeting Methods - Cost Estimating and Improvement - Budget uncertainty and risk management - Application of Project Management software

**Unit IV: Scheduling and Resource Allocation** - PERT & CPM Networks - Crashing –

Project Uncertainty and Risk Management – Simulation –

Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt’s Critical Chain.

**Unit V: Control and Completion** - The Plan-Monitor-Control cycle – Data Collecting

and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

### **References**

1. Clifford Gray and Erik Larson, “Project Management”, Tata McGraw Hill Edition.
2. John M. Nicholas, “Project Management for Business and Technology - Principles and Practice”
3. Gido and Clements, “Successful Project Management”, Thomson Learning.
4. Harvey Maylor, Project Management, Third Edition, Pearson Education.
5. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. Tata Mc Graw Hill

6. Mohsin M. - Project Planning and Control ,Vikas
7. Goyal BB - Project Management : A Development Perspective ,Deep & Deep
8. Chaudhary, S - Project Management ,Tata Mc Graw Hill
9. Young TL - The Hand Book of Project Management ,Kogan Page

## **MBA 3OM7 - ADVANCED MAINTENANCE MANAGEMENT**

**Objective:** *Understand how to reduce costs and down time of machines by applying proper maintenance management tools and techniques.*

**Unit I: Maintenance Concepts** - Objectives and functions of Maintenance – Preventive, Breakdown - Predictive Maintenance Strategies – Five Zero Concept - Organisation for Maintenance

**Unit II: Time to Failure Analysis** - Bath Tub Curve MTBF, MTTF, Useful Life – Survival Curves – Failure Time distributions (Poisson, Exponential, and Normal) - Repair Time Distribution – Maintainability Prediction – Design for Maintainability – Availability.

**Unit III: Replacement Decision** - Overhaul and repair – meaning and difference – Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacement of equipment subject to break down

**Unit IV: Maintenance Policies** - Fixed Time Maintenance – Condition based Maintenance Operate to failure – Opportunity Maintenance – Design out maintenance – Total Productive Maintenance

**Unit V: Recent Techniques** - Reliability Centered Maintenance (RCM) – Philosophy and implementation – Signature Analysis – CMMS – Concept of Terotechnology – Reengineering Maintenance process.

### **References**

1. Mishra RC and Pathak K, Maintenance Engineering and Management, PHI, 2005.
2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.
3. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.
4. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.

## Fourth Semester

### MBA 40M1 – BUSINESS PROCESS REENGINEERING

*Objective: To bring radical change for dramatic improvements in measures of business performance like cost, quality, service, and speed.*

**Unit I: Definition of Business Processes**-Process redesign- Business process reengineering- Business Reengineering-Business Process Management-Business Process Redesign-origin of BPR-need-benefits-golden principles-Difference between BPR and other Management techniques like TQM, JIT Six Sigma etc

**Unit II: Relation between BPR and IT**-New Industrial Engineering-Enablers of BPR-Role of technology in reengineering-agile-lean-collaborative manufacturing-collaborative e-commerce-Steps BPR implementation-tools that support BPR

**Unit III: Identification of current business processes** – Establishing the scope of the process – Mapping project – Mapping and analyzing the process. Process creation: Creating the ideal process – Testing the new process – Implementing the new process. Evaluation-Evaluating the improvement (criteria) of measurements- hurdles foreseen in - Designing and implementing meaningful measures.

**Unit IV: Big R Small-r reengineering**-Role of BPR in ERP implementations-Business Process Visualization-simulation-prototyping-transition and change management for the new process implementation-Role of training in change-BPR is not downsizing-Business Process audit

**Unit V: Future of BPR**- Reengineering knowledge work-participative reengineering instead of top down approach-Rapid reengineering using tools that evolve-Reengineering for value and growth-BPR to BPM evolution- BPM framework- \_rocess Centric Organization-Case studies.

## References

- 1 Sethi and King Organizational Transformation through Reengineering, Pearson
- 2 Radhakrishnan, Balasubramanian Business Process Reengineering, PHI
- 3 Jayaraman, Ganesh Natarajan, Rangaramanujan, Business Process Reengineering, Tata McGraw Hill
- 4 John Jeston & Johan Nelis, Business Process Management: Practical Guidelines for successful implementation, Elsevier

## MBA 40M2 – WORLD CLASS MANUFACTURING

**Objectives:** *The objective of this course is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world -class manufacturing.*

**Unit I: Introduction to World-Class Manufacturing** - Introduction, product development process, process mapping, Information Age and its impacts, Competition , advances in manufacturing technology.

**Unit II: Just-in-Time - JIT** – total quality strategies for manufacturing success and WCM model, MRP and MRP II, developments, gaining competitive edge , advantages and implementation issues.

**Unit III: Advances in Manufacturing** - Technological innovation in manufacturing, computer integrated manufacturing , flexible manufacturing systems, group technology and cellular manufacturing.

**Unit IV: Factory of the future automated systems** - Human factors in automated systems, optimized production technology, Modelling, optimizing and simulation of manufacturing systems

**Unit V: World Class Manufacturing** - International Scenario and Indian Scenario, manufacturing innovations, quick response manufacturing, agile manufacturing, lean manufacturing, rapid prototyping, concurrent engineering

### References

1. World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Richard J. Schonberger, Free Press
2. World Class Manufacturing Casebook : Implementing JIT and TQC, Richard J. Schonberger, Simon & Schuster

## **MBA 40M3 - TECHNOLOGY MANAGEMENT AND EXCELLENCE**

***Objectives:** This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management. This subject will also help acquaint the students with the role of technology & innovation in global industrial competition.*

**Unit I: Technology management Concepts** - Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.

**Unit II: Technology forecasting and Selection** - Forecasting need, methodology and methods - trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, and System Dynamics. Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno-economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.

**Unit III: Technology Transfer and Acquisition** - Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity, Organizational redesign and re-engineering, Technology productivity. Technology Absorption and Innovation: present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations- Technology Audit.

**Unit IV: Technological Excellence** - Technology and its importance in global manufacturing, Manufacturing innovations: Productivity & Incremental Innovation. Crucial issues of Flexible Technology- Strategic Evaluation of Technological Investments-Technology Development

**Unit V: Product Development Cycle** - Integration of Design & Manufacturing- Management of Technological Innovation-Technology Fusion & the new R&D Core competencies in Technology and its Commercialization, Building Organization Culture, Cooperation between Government and Industry, Coping with continuous change, The structure of the Japanese Innovation System

### **References**

1. P N Rastogi, Management Of Technology And Innovation : Competing Through Technological Excellence 2nd Edition, Response Books
2. Alan L. Porter, Scott W. Cunningham, Jerry Banks, A. Thomas Roper, Thomas W. Mason,

Frederick A. Rossini, Forecasting and Management of Technology, 2nd Edition, Wiley

3. Urdhwarashe, Six Sigma for Business Excellence : Approach Tools and Applications, Pearson Education.

4. Carl M. Chang, C. M. Chang, Achieving Service Excellence: Maximizing Enterprise Performance Through Innovation and Technology  
, Business Expert Press

5. Frankel Ernst G. Professor, In Pursuit of Technological Excellence: Engineering Leadership, Technological Change, and Economic Development, Praeger Frederick A



## **MBA 40M4 – STRATEGIC OPERATIONS MANAGEMENT**

### **Objectives:**

1. *Evaluate the strategic purpose of supply chain management and its relationship with tactical and operational decisions,*
2. *Understand and analyse the challenges facing various industries in design and long-term planning of complex supply chains,*
3. *Develop and apply a range of quantitative techniques for effective supply chain performance analysis,*
4. *Identify and evaluate emerging initiatives for strategic supply chain management.*

**Unit I:** Introduction-Decision making at the strategic, tactical and operational supply chain management. Total Quality Management and Business Process Reengineering

**Unit II:** Processes-Integrated supply chain planning and optimisation. Process Choice & Strategy in Manufacturing & Services

**Unit III:** Service Operations-Services Operations – concepts and definitions. Facilities planning and Layout design. Strategic sourcing and supplier management

**Unit IV:** Advances in Supply Chain Practices-Introduction to Materials & Inventory Control; MRP; MRPII Just-in-Time, Lean supply chain practices

**Unit V:** Sustainability and Competence-Sustainable supply chain management, and Supply chain uncertainty. Scheduling & Capacity Management. International operations, core competency.

### **References:**

1. Simchi-Levi, D., Kaminsky, P., and Simchi-Levi E. (2008) *Designing and Managing the Supply Chain*, 3rd ed. McGraw Hill.
2. Brown, S., Lamming, R., Bessant, J. and Jones, P. (2012) *Strategic Operations Management*, 3<sup>rd</sup> edition, Routledge
3. Chopra, S. and Meindl, P. (2012) *Supply Chain Management : Strategy, Planning and Operation*, 5th ed. Pearson Edn.
4. Jacobs, F.R. and Chase R. (2012) *Operations and Supply Chain Management: The Core*, 3rd ed, McGraw Hill.
5. Coyle, J.J., Langley, C.J., Novack, R.A. and Gibson, B.J. (2013) *Supply Chain Management: A Logistics Perspective*, 9th ed, South-Western, Cengage Learning.

6. Sodhi, M.S. and Tang, C.S. (2012) *Managing Supply Chain Risk*, Springer

7. Donald J. Bowersox, David J. Closs, M. Bixby Cooper, *Supply Chain Logistics Management*, McGraw-Hill publications

## **MBA 40M5 - INNOVATION MANAGEMENT AND NEW PRODUCT DEVELOPMENT**

*Objective: To make innovation a way of life in the minds of business graduates*

**Unit I: Innovation function** - Introduction – Innovation – definition - types of innovation - models of innovation - framework for management of innovation - difference between innovation and invention.

**Unit II: Innovation theories** - Innovation diffusion theories - Pearson's uncertainty map - organizational characteristics that facilitate innovation -organizational structures and innovation - trademarks, copyrights, patents and their use in innovation management - remedy against infringement.

**Unit III: Strategic alliances** - Technology trajectories- knowledgebase of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing.

**Unit IV: New product development and testing** - Differentiation between products and services - types of services - new service development models - techniques used in consumer testing of new products - models for new product development.

**Unit V: R&D technology transfer aspects** - Organization structures for new product development - evaluating R&D projects - strategic pressures on R&D -models of technology transfer

### **References**

1. Paul Trott, Innovation Management and New Product Development, Pearson
2. Michael Z Brooke & William Ronald Mills, New Product Development: Innovation in the Market Place, Jaico Books

**Financial Management**  
**Third Semester**

**MBA 3F1 - FINANCIAL MARKETS AND SERVICES**

**Objectives:**

- *To understand structure, scope and role of Indian financial system.*
- *To familiarize the operational and regulatory framework of Indian Financial System*

**Unit I: Indian Financial System** - Structure of a Financial System – Financial Markets- Financial Instruments -Financial Institutions, Intermediaries, Financial services, - Financial Regulatory Authorities

**Unit II: Financial Markets** - Money market-Organized and Unorganized- Sub markets-Capital market- Primary market-IPO-FPO- NFO-Book Building-Right Issue-Private placement- Bonus issue-Buy-back-Secondary market-Stock exchanges- Role and functions of Stock Exchanges- BSE-NSE.

**Unit III: Financial Instruments** - Money market instruments- Call money markets- Treasury bills-Repurchase agreements- Bankers acceptance-Commercial paper- Certificate of deposits- Commercial bill market-Capital market instruments- Shares- debentures- Bonds

**Unit IV: Financial Institutions** - Developmental banks-Commercial Banks- Public sector banks- Private sector banks- New Generation banks- EXIM banks-Insurance companies- NBFCs

**Unit V: Financial services and Financial Regulatory Authorities** - Financial service industry- Emergence and developments- Fund based services- Merchant banking- Non-fund based services-Leasing and hire purchasing- Bill discounting and Factoring-Forfaiting- Securitization- Mutual Funds-Venture capital funds- Depository participants-Credit Rating-Consumer Finance- Credit and Debit cards-Insurance Products- Financial Sector Reforms- RBI and SEBI Guide lines to Financial Markets and Services.

**References:**

1. Khan, M.Y. *Financial Services*, Tata Mc Graw Hill, 2010
2. Punithavathy Pandian, *Fianncial Services and Markets*, Vikas PH, 2009.
3. Machiraju, HR, *Indian Financial system*, Vikas PH, 2010.
4. Kothari and Rajesh, *Financial services in India: Concept and Application*, Sage, New Delhi, 2010.
5. Gordon, E & Natarajan, K. *Financial Markets & Services*, Himalaya PH, 2011.
6. Rajesh Kothari, *Financial Services in India*, Sage Publication, 2010.

## MBA 3F2 - PROJECT FINANCE

**Objective:** *The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.*

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

### **Suggested Readings:**

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

## **MBA 3F3 STRATEGIC FINANCIAL MANAGEMENT**

**Objective:** *The objective of this course is to expose the students to advanced concepts of financial management and the application of the same in developing financial strategies for organizations*

**Unit I: Introduction to Strategic Financial Management** - An overview of SFM – meaning – definition – characteristics – scope and importance – success factors – constraints - strategic planning process – components – benefits - balancing financial goals and sustainable growth – corporate valuation methods - project planning – preparation of project report

**Unit II: Corporate Restructuring** – meaning – purpose - types of corporate restructurings- expansion strategies - takeovers – joint ventures – franchises - business alliances - divestment strategies – liquidation – buyback of shares – leveraged buyouts - constraints to restructuring

**Unit III: Mergers and Acquisitions** – meaning – purpose – types – process – payment options – evaluation of merger proposals - determination of swap ratios - reverse mergers – forms of acquisition – – identification of target organization and its valuation - motivations for corporate takeovers –benefits, cost and tax considerations - hostile takeovers – cross border takeovers – constraints to takeovers

**Unit IV: Managing Financial Risk** – meaning - types of corporate risk – investment decisions under risk - risk management tools and practices - derivative instruments in hedging risk

**Unit V: Financing Strategy** – fund raising instruments – international sources of finance - corporate governance and ethical business strategy

### **References**

Rajni Sofat & Preeti Hiro, Strategic Financial Management, Prentice Hall of India, New Delhi  
Girish P. Jakhotiya, Strategic Financial Management, Vikas Publishing House, New Delhi  
Pandey I. M. Financial Management, Vikas Publishing House, New Delhi  
Prasanna Chandra, Financial Management, Tata McGraw Hill, New Delhi  
Sudarsanm P. S., The Essence of Mergers and Acquisitions, Prentice Hall of India, New Delhi

## MBA 3F4 – INTERNATIONAL FINANCE

**Objective:** *The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.*

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

Suggested Readings:

1. International Financial Management, Kevin, Prentice Hall.
2. International Finance, Avdhani V.A. : Himalaya Publishing House.
3. International Finance, Maurice D. Levi : McGraw Hill International.
4. International Finance, Keith Pilbeam : Macmillan.
5. International Financial Management ,Sharan V Prentice Hall India Pvt. Ltd.

## MBA 3F5 - BEHAVIOURAL FINANCE

### **Objectives:**

- *To provide the students with a fair understanding about the basic concepts and principles that support behavioral finance, and efficient and inefficient markets.*
- *To help students to understand the basic behavioural finance theories in volatile markets, be able to develop strategies for dealing with financial and investment behaviours, and to help know how to analyze and evaluate investments with financial behavioural tools.*
- *To equip the student to manage personal finance*

**Unit I:** Standard Finance – Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random walk hypothesis, Expected Utility Theory – Efficient Market Hypothesis – Investor rationality and market efficiency – Introduction to Behavioural Finance – Evolution and History of Behavioural Finance, Main contributors

**Unit II:** Behaviour and its formation, models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perception, Errors of perception – Decision making, Herbert Simon and bounded rationality – Heuristics and its relevance – Basis and the various Theories of Decision Making, Personality traits and risk attitudes

**Unit III:** Building blocks of Behavioural Finance – The psychology of investor behaviour – Theories of Behavioural Finance – Noise-trader; Professional arbitrage – Biases, Outcomes of biases, Various Biases – Cognitive, Affective and Conative biases – Dealing with biases – Debiasing strategies – Market anomalies – Herd behaviour – Bubbles, formation and effects, Behavioural explanation of Bubbles – Prospect theory – Models of investor behaviour

**Unit IV:** Behavioural Corporate Finance – Approaches – Mergers and Acquisitions – CEO Overconfidence and Biases, Approaches and dealing with biases – Debiasing, strategies – Value investing – Behavioural investing – Uses and Approaches of Behavioural Finance in corporate decision-making

**Unit V:** Neurofinance – Neural process and decision making – Contribution of Neurofinance in Behavioural finance – Frauds and the Psychology behind it – Theories of fraud – Prevention of fraud – Institutions that deal with frauds – Forensic accounting, need and its importance in the present situation

### **References**

- Ackert L and R Daves, *Behavioural finance: Psychology decision making and Markets*, South western, Centage learning, Mason, Ohio
- Bisen, Pandey: *Learning Behavioural Finance*, Excel Books.
- Montier, James: *Behavioural Finance*, John Wiley & Sons, New York.
- Sheiter A, *Inefficient Markets: An Introduction to behavioural finance*, Oxford University press, Oxford
- Sulphey, M. M.: *Introduction to Behavioural Finance*, PHI Learning P. Ltd., New Delhi.



## **MBA 3F6 – PERSONAL FINANCIAL PLANNING**

*Objective: To provide practical knowledge to the students that is necessary for taking financial decisions in everyday life.*

**Unit I: Financial Planning and Budgeting** – need for personal financial planning – setting personal financial goals – sources of financial information for planning- understanding the basic concepts in finance – income, expenses, savings, investments, assets, and liabilities – financial forecast – financial budget preparation and monitoring – short term and long term planning

**Unit II: Banking and Investing** – different types of banks – understanding the basic banking operations – opening of accounts – banking transactions – online banking – ATM, debit card, credit card – deposit schemes of banks – creating wealth through investments – investments in securities such as shares, bonds, and debentures – securities market operations – primary market and secondary market – mutual fund investments – risk in investment – diversification of risk through portfolio management

**Unit III: Personal loans** – different types of loans – housing loans, vehicle loans, consumer loans, agricultural loans - sources of loans – interest rates on loans – fixed and floating or variable rate loans – evaluation of loan parameters such as maturity, repayment schedule, interest rates, premature closure – debt trap

**Unit IV: Insurance** – need for insurance in personal financial planning – meaning of insurance – understanding the basic concepts and operations in insurance – different types of insurance - life insurance, motor insurance, health insurance – other types of insurance – insurance cum investment plans – insurance providers – public and private sector players in insurance field – IRDA

**Unit V: Personal Income Tax** – meaning of tax – Income Tax Act 1961 – heads of income - income from salary, house property, capital gains, and other sources – incomes exempt from tax – deductions from Gross Total Income – tax rates applicable to individual assesses – income tax authorities and procedures for assessment of individuals

### **References**

1. Personal Finance , Jack R Kapoor, Les R Dlabay, Robert J Hughes McGraw Hill Education (India) Pvt Ltd, New Delhi
2. Personal Finance: Turning Money into Wealth and Student Workbook, Arthur J. Keown, Prentice Hall
3. Personal Finance with Financial Planning Software, Jeff Madura, Addison Wesley
4. Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets, Harold R. Evensky ,McGraw-Hill.
5. Security Analysis and Portfolio Management, Kevin S., PHI, New Delhi

## **MBA 3F7 – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Objective:** *The objective of this course is to give the students an in-depth knowledge of the theory and practice of Investment decision making process and portfolio management.*

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

### **References:**

1. Portfolio Management, Kevin, Prentice Hall of India
2. Investment Management, Bhalla. V.K, Sultan Chand
3. Security Analysis and Portfolio Management, Fischer, Jordan pearson.
4. Investment, Bodie, Kane, Marnus, Tata MC Graw Hill.

## Fourth Semester

### MBA 4F1 - CORPORATE TAXATION

#### *Objectives:*

- *To acquaint the students with the corporate taxation laws in the country, and,*
- *To gain enough knowledge to manage corporate taxes.*

**Unit I: Introduction** - Income Tax Act- Basic concepts and definitions; Income; Agricultural income; Assessee; Person; Assessment year; Previous year; Residential status; Residence and incidence of tax; Heads of Income.

**Unit II: Computation of Income** - Profits and Gains from Business or Profession; Chargeability; Deductions expressly allowed; Expenses allowable under certain restrictions; Expenses expressly disallowed; Maintenance of accounts; Compulsory audit of accounts; Computation of profits and gains; Problems on computation of income from business or profession; Computation of total income; Set off and carry forward of losses; Deductions from total income applicable to corporate assesses

**Unit III: Assessment of companies** - Definition of company; Indian company; Domestic company; Foreign company; Obligation of companies; Computation of taxable income; Determination of tax liability; Problems on computation of tax liability of companies.

**Unit IV: Tax Management** -Tax planning: Tax avoidance; Tax evasion; Tax planning with reference to financial management decisions such as Capital structure, inter-corporate dividend and transfers, dividend policy and bonus shares; Tax planning with reference to specific managerial decisions like make or buy decisions, own or lease decisions, repair or replace decisions and shut down or continue decisions; Tax planning with respect to managerial remuneration, mergers and acquisitions, foreign collaborations and joint ventures, Implications of avoidance of double taxation agreements.

**Unit V: Tax Incentives** - Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

#### **References:**

1. Singhania, Vinod, *Direct Taxes – Law and Practice*, Revised edition for the relevant Assessment year, Taxmann Publications.

2. Mehrotra, HC and Goyal, SP, *Corporate Tax Planning and Management*, Edition for the relevant A .Y, Sahitya Bhawan Punlication, Agra.
3. Singhanian V.K., *Corporate Tax Planning*, Edition for the relevant A .Y, TMH.
4. Gupta and Gupta, *Corporate Taxation in India*, Edition for the relevant A .Y Himalya Publishing House, New Delhi.
5. Sreenivas, E.A.: *Handbook of Corporate Tax Planning*, Relevant A.Y, Tata McGraw Hill, New Delhi.

## **MBA 4F2 - MANAGEMENT CONTROL SYSTEMS**

**Objectives:** *The objective of this course is to make the students understand the control systems in organisations and the performance measures effectively.*

**Unit I** Characteristics of Management Control System - Evolution of control systems in an organization  
- Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller

**Unit II** Responsibility Centers - Types of Responsibility Centers - Expense Centers, Profit Centers and Investment Centers - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management

**Unit III** Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector

**Unit IV** Financial and Non-financial performance measures -Balance Score Card (Rock Water's Model)- Long Range Planning - Converting corporate vision into a long-range plan - Input Output Relationship.

**Unit V** Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems

### **Suggested Readings:**

1. Management Control Systems, 10th Ed, Anthony and Govindrajana
2. Practical Auditing , B.N.Tandon
3. Cost Accounting, B.K.Bhar
4. Management Control Systems -,Kirby
5. Financial Management ,Prasanna Chandra

## MBA 4F3 - FINANCIAL DERIVATIVES

### **Objectives:**

- To impart an understanding of the characteristics of the different financial derivatives
- To develop familiarity with the different pricing models of financial derivatives and to hone skills in application of derivatives for risk management.

**Unit I: Introduction to Financial Derivatives** - An overview of derivative contracts: Forward, Futures, Options and Swaps; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

**Unit II: Forwards and Futures** - Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; hedging strategies using futures and forward; Pricing forward and futures contract

**Unit III: Interest and Index Futures and Options** - Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics of Swap; Options: The basics,

**Unit IV: Option Pricing Models** - Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities.

**Unit V: Currency Derivatives and Swaps** - Introduction to Currency Forwards, Currency Futures, Currency Options, Currency Swaps; Credit derivatives; Exotic options

### **References:**

1. Madhumathi. R and Ranganathan M, *Derivatives and Risk Management*, Pearson Education, Chennai 2012.
2. Gupta SL, *Financial Derivatives (Theory, Concepts and Problems)*, Tata MC Graw Hills, ND, 2005.
3. Kumar, S.S.S, *Financial Derivatives*, Prentice Hall of India, ND, 2010.
4. Rene , M., Stulz, *Risk Management and derivatives*, Thomson –South Western, 2003.
5. John C Hull, *Options, Futures and other derivatives*, Sixth edit, Pearson Education, 2010.
6. John C Hull, *Student Solutions Manual for Options, Futures and Other Derivatives*, Middle East, Asia, Africa, Eastern Europe Edition, 7/e, Pearson Education, 2008.

## MBA 4F4 – RISK MANAGEMENT

### **Objectives:**

- To identify and analyse all types of risk in business activities
- To manage the risk by using different risk management strategies

**Unit I: Introduction to Risk Management** - Meaning of risk- Source and types of business risk-implications of business risk- Principles of risk management-process of Risk Management-

**Unit II: Managing Credit Risk** - Drivers of Credit Risk- Credit Analysis- Credit Rating- Elements of Credit Risk-Traditional Measurement Approaches- Different Models of Credit Risk. Liquidity risk-Impact of Leverage- Hedge funds and their risk measures

**Unit III: Managing Market Risk** - Sources of Market Risk-Measures of Financial Risk- Measuring Risk- Risk Measurement before VaR- Value-at-Risk (VaR)- Value at Risk - Computing VaR-VaR Methods-Coherent Risk Measures- Estimating Market Risk- Non parametric Approaches-Forecasting volatility, covariance and correlations-Parametric Approaches.

**Unit IV: Managing Operational Risk** - Concepts of Operational Risk- Major Sources of Operational Risk- Measurement of Operational Risk; Management of Operational Risk-Insurance-Hedging using derivatives-Application of VaR- Risk Adjusted Performance Measurement-Integrated Risk Management- Six Sigma and Balanced Scorecards for process improvement

**Unit V: Risk Management in Banks** - Asset-Liability Management and its Purpose; Regulatory prescription for Asset-Liability Management- Basel I, Basel II and Basel III Norms- Managing Interest Rate Risk: Types of Interest rate risks; Gap Methodology; Duration Analysis-Managing Foreign Exchange Risk: -Tools and Techniques for Managing Forex Risk- Managing the Interest rate and currency rate by using derivatives- Futures, options and swaps.

### **References:**

1. Jorion, Philippe, *Value at Risk: The New Benchmark for Managing Financial Risk*, 3rd edition, McGraw-Hill, 2007
2. Crockford, Neil; *An Introduction to Risk Management* (2 ed.). Cambridge, UK: Woodhead-Faulkner,1986. [ISBN 0-85941-332-2](#).
3. Dorfman, Mark *Introduction to Risk Management and Insurance* (9 ed.). Englewood Cliffs, N.J: Prentice Hall, 2007. [ISBN 0-13-224227-3](#).
4. Chapman, C., & Ward, S. *Project risk management*. JOHN WILEY & Sons,1997
5. Michel Crouchy and others; *Risk Management*; McGraw-Hill
6. Joel Besis; *Risk Management in Banks*, John Wiley and Sons
7. Verma,SB; *Risk Management*; Deep & Deep Publications
8. George E. Rejda, *Principles of Risk Management and Insurance*, 10/e, Pearson education, 2010.

## **MBA 4F5 – CORPORATE RESTRUCTURING**

**Objectives:** *This course introduces the students to a broad range of financial restructuring techniques that can be applied to improve business performance. Case discussion help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques*

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

### **Suggested Readings:**

1. Readings in Indian Financial Services – Digvijay
2. Corporate Finance – Brealey, Richard A. & Steward C Myers
3. Corporate restructuring, Dr. K.R. Chandratre.
4. Merger, S. Ramanujan, TMH, New Delhi.
5. Corporate Mergers and Takeovers , Dr. J.C. Verma, Bharath Publishing House.



## Systems Management

### Third Semester

## MBA 3S1 - SYSTEM ANALYSIS AND DESIGN

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

**Unit I:** Types of Software's and Information System - Introduction to SAD –SDLC -System Development Methodologies- Waterfall and Iterative Waterfall Development, Parallel Development, RAD, Phased Development, Prototyping and Throwaway Prototyping , Extreme Programming –Selecting Development Methodology- Project Team – Types of Analyst and their Roles.

**Unit II:** Feasibility Analysis-Requirement Determination – Techniques Used In Requirement Analysis - Business Process Automation, Business Process Improvement, Business Process Reengineering - Requirement Gathering Techniques – Interviews, JAD, Observations, Questionnaires, CASE –Use Case Analysis.

**Unit III:** Requirements to Modeling- Context Diagram, Data Flow Diagrams, Elements and Levels of DFD, E-R Diagrams- Relationships- Structured English –Data Dictionary - Databases – Design –Types of Databases – Traditional, RDMS , Object Oriented database, Distributed Databases.

**Unit IV:** System Design- System Acquisition Strategies – Influencing Factors- Architectural Design- Factors Influencing Architectural Design –Interface Design – Principles of User Interface – Design Process –Navigation Design –Input and Output Design –Forms and Reports - Design Prototyping –Program Design- Structured Chart and Elements – Storage Design – Files and Storage Formats –Physical Storage design .

**Unit V:** Designing Internet Systems –Fundamentals – Site Consistency and Management- Online Transaction Process and Online Analytical Process - System Implementation- Coding –Testing and Installation – Testing Process- Documentation and Types - Installation Methods – Migration Planning –Factors Considered for Migration Plan, Post-Implementation Activities.

### References

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|------------------------------------|--|
| Modern System Analysis and Design  | : Jeffery .A. Hoffer, Tata McGraw Hill                             |
| System Analysis and Design         | : Alan Dennis, Wiley India Edition                                 |
| System Analysis and Design methods | : Jeffrey L Whitten, <u>Lonnie D. Bentley</u><br>Pearson Education |
| System Analysis and Design         | : Don Yeates, Mc Millan India.                                     |

## MBA 3S2 - SOFTWARE ENGINEERING

**Objectives:** *This course is intended to introduce the process, the product, the people, the risk, and the qualities of software development processes.*

**Unit I:** Software Engineering - Introduction, Evolution, Professional and Ethical Responsibility. Low Level and High Level Programming, Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design. Software Life Cycle Models: Classical and Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model, Comparison of different life cycle models, Specification, Design and implementation, Validation, Evolution, Automated process support

**Unit II:** Requirement Analysis and Specification - Software requirements- functional and non-functional requirements, user requirements, system requirements. Models for Collecting User Requirements: requirements engineering processes, feasibility studies, elicitation and analysis, validation management, system models, context models, behaviour models, data models, object models. Requirements Analysis: Formal System Development Techniques, Software Requirement Specification (SRS), Documentation, CASE workbenches. Formal specification: formal specification in the software process, interface specification, behaviour specification, architectural design, system structuring, control models, modular decomposition, domain-specific architectures, distributed systems architecture.

**Unit III:** Software Design - Characteristics of Good Software Design. Program logic modelling by structured language, decision tables, flow charting, etc. Phases in Design, Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling-Neat Arrangement—Design Approaches-SA/SD,DFDS, Object Oriented Design& Key Concepts – Unified Modeling Language -Use Case Model-Diagrams-User Interface Design-Characteristics-Types—Windowing Systems- Widgets-Types

**Unit IV:** Software Project Management - Project size estimation metrics, Line of Code (LOC), Function Point (FP). Project estimation techniques- empirical estimation techniques, Putnam's model, basic COCOMO model, Halstead's Software Science. Staffing Level Estimation, risk management, managing people, group, working, choosing and keeping people. Software cost estimation: software productivity, estimation of productivity, factors effecting programming productivity, project duration and staffing.

**Unit V:** Software Reliability and Maintenance - Software Attributes, Reliability, Reliability Measures, Metrics, process and product quality, Software Quality Management System-ISO9000, ISO 9001, quality planning, quality control. Process analysis and modelling, process measurement, Importance, Procedures, SEI CMM, Software Maintenance, CASE- Architecture, Benefits and Characteristics. Configuration management, planning, change management, version and release management, system building, CASE tools for configuration management

## **References**

1. Ian Sommerville, Software Engineering, Pearson Education Asia
2. Pressman R.S., Software Engineering, McGraw Hill
3. Mall R., Fundamentals of Software Engineering, Prentice Hall of India
4. Behferooz A. & Hudson F.J., Software Engineering Fundamentals, Oxford University Press
5. Jalote P., An Integrated Approach to Software Engineering, Narosa

## **MBA 3S3 - SOFTWARE PROJECT MANAGEMENT**

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

**Unit I:** Introduction to Software Project Management: Software as an Evolving product, characteristics and components of software products, Software engineering process: various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

**Unit II:** Planning a software project - Objectives, Effort, time, staffing and cost estimation. Make or -buy decisions. Software project scheduling: defining tasks, Activity Network, Gantt Charts, scheduling using PERT/CPM, PERT Charts , Project planning and Analysis.

**Unit III:** Software Configuration and Design - Components of configuration, versions control and configuration audit. Software Design Process: Concepts, functional and object oriented design, structured analysis, structured design, modular design, and design documentation .

**Unit IV:** Software Testing: Objectives, Methods of testing, Mc Cabe's cyclomatic complexity metric, testing GUI's, testing Clients/Server architectures, testing real systems. Strategies for testing, Unit testing, Integration Testing, System testing and debugging.

**Unit V:** Software implementation process and problems/issues: Emerging trends in Software Project Management, Case studies. Software quality assurance and standards, quality policy, quality controls, Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management. .

### **References**

1. Software Engineering - a Practitioner's approach, Pressman, McGraw Hill
2. An Integrated Approach to Software Engineering, Pankaj Jalote, Narosa Publishers
3. Fundamentals of Software Engineering - Rajib Mall, PHI
4. Software Project Management - Bob Hughes & Mike Cotterell .,Tata McGrawHill
5. Software Engineering – Gregory W. Jones, John Wiley & Sons
6. Software Engineering - Aggarwal, K. K. & Singh, Yogesh,. New Age International.
7. Software Project Management: A Unified Framework - Walker Royce,. Pearson Education.

## **MBA 3S4 - ENTERPRISE RESOURCE PLANNING**

*Objective: This course provides an overview of the need for ERP and how to go about implementing ERP, the risks involved, and its organizational and industrial impact*

**Unit I: Introduction** - Overview of enterprise systems –Need of ERP, Advantages of ERP, Growth of ERP Evolution - Risks and benefits - Issues to be consider in planning design and implementation of cross functional integrated ERP systems- Management Information System (MIS) - Decision Support Systems (DSS)-Executive Support Systems (ESS)-Data Warehousing, Data Mining-Online Analytical Processing (OLTP)-Supply Chain Management (SCM)- Customer Relationship Management (CRM).

**Unit II: ERP Solutions and functional units** - Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP UNITS -sales and Marketing, Accounting and Finance, Materials and Production management etc.

**Unit III: ERP Implementation life cycle** - ERP implementation strategies. Risks while implementing ERP-People issues, technology risk, process risk, operation and maintenance risks, managing such risks in ERP Projects - Planning Evaluation and selection of ERP systems- Implementation life cycle - Evaluation and selection of ERP package-Project planning- Implementation team training and testing - End user training & Going Live-Post Evaluation & Maintenance- ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees Role of BPR in ERP

**Unit IV: Post implementation** - Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of and ERP Implementation.

**Unit V: Emerging trends on ERP** - ERP II- ERP and Internet- Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Security & Privacy issues-Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

### **References**

1. David L Olson, Managerial issues of ERP systems, Tata McGraw Hill
2. Brady, Monk and wagner, Concepts in ERP, Thomson
3. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.
4. Shanks G, Seddon PB &Willcocks Second wave ERP Systems, Cambridge Press

## **MBA 3S5 - SIMULATION FOR MANAGERS**

**Objectives:** *This course will provide the students a thorough understanding of the systems they encounter in real life situations, the modeling of these systems for the analysis of their behaviour under different operating conditions and different decision rules.*

**Unit I:** System Concepts: Systems theories, System modelling, system analysis, system postulation, system synthesis, systems approach to problem solving, applications in industrial and business systems. Areas of application of simulation, steps in simulation study, classification of systems, different types of system models. Merits and demerits of simulation, comparison between simulation and numerical methods.

**Unit II:** Random Numbers and use: Uniformly distributed random numbers, properties of random numbers, generation of Pseudo-Random numbers, Generation of random processes: random walk (one dimensional only), demand processes, lead time generation, arrival process generation, service activity generation, defects and defectives generation.

**Unit III:** Types of Simulation: Monte-Carlo method, numerical computation technique for continuous and discrete systems, Distributed Lag models, Cobweb models, Comparison of simulation and numerical methods. Continuous system models, feedback systems, Real-time simulation. Use of Monte Carlo method to approximate solutions, replication of maintenance and inventory systems.

**Unit IV:** Replicating Dynamic Business Systems: Business dynamics, properties of dynamic systems, effects of dynamic interactions-System archetypes. Modelling of dynamic systems: basic principles, modelling tools- stock and flows & causal relations. Simulation of dynamic systems: Basic models and behaviour patterns, Beer Game modelling and analysis. Examples of product growth model and the manufacturing Supply Chain models.

**Unit V:** Discrete Event Simulation: Next-Event approach/Event scheduling, Fixed Time Increment method, manual simulation using Event Scheduling and Fixed Time Advance methods. Hand imulation of Queuing models, Business systems and Service models. Verification and Validation of simulation models, statistical analysis of outputs.

### **References**

1. System Simulation – Geoffrey Gordon – PHI
2. System Simulation with Digital Computer – Narsingh Deo – PHI
3. Discrete Event System Simulation – J. Banks – Pearson Education
4. Business Dynamics – Sterman – Tata-McGraw Hill
5. Simulation – Sheldon M.Ross – Elsevier

## MBA 3S6 SOCIAL MEDIA IN BUSINESS

*Objectives: The purpose of this course is to provide a sound knowledge about social media among management students and also support the student community to identify and apply appropriate social media tools for business process improvement.*

**Unit I: Social Media** - definition – scope – distinction from other media – benefits - classification – growth and importance of social media in economy- Global usage -Web-2.0 foundation – social media mining- criticisms of social media- positive impact –problems of social media- Honey comb framework for social media ( Identity, Conversations, Sharing, Presence, Relationships, Reputation and Groups)

**Unit II: Social Media Tools and Platforms** - internet forums- Blogs and blogging platforms - Wiki- photo sharing- Podcast (Audio create)-Vlogs(Video create)- Microblogging- Live casting –RSS feeds- search engine optimization-discussion boards- Facebook- Google+ -LinkedIn- Bing- Twitter- Flickr- Instagram- youtube- scribed – Quora – WhatsApp

**Unit III: Social Media Development and Integration** - creating social company- social media vs social communications, social media and business - aligning social media to business goals- establishing vision, purpose and execution- Performance measurement: tools, methodology and purpose-selecting adequate social media measurement software - KPI- Social media and sales measurement.

Organization and creating structure –mapping- four phase of social media adoption- social media integration models – centralized vs decentralized social media management models- people integration –hiring, training and certifying – need for social media guidelines, policies and training –establishing social media guidelines

**Unit IV: Social Media Programme Management and Measurement** - social media and digital band management-real-time digital support-measurement practice for social media-monitoring , measurement, analysis and reporting- ROI and social media outcomes- FRY(Frequency, reach and yield) and social media-social media programme analysis and reporting –social media strategy – five step approach

**Unit V: Social Media and Functional Management** - Role of social media in Marketing, Human resource management, Project management, stock market and investment- social media and CRM - Social media as a tool for business research

Gamification: definition, techniques and applications – Crowdsourcing – definition and applications

## References

1. The social media bible- tactics, tools & strategies for business success by Lon safko, John Wiley & Sons
2. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization by Olivier Blanchard, Pearson Education Inc.
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Education Inc.
4. The Handbook of Online and Social Media Research: Tools and Techniques for Market by Ray Poynter, John Wiley & Sons.



## **MBA 3S7 - E-Business**

**Objective:** *To provide an understanding of e-business activities, opportunities, and enabling technologies*

**Unit I:** Introduction - Origin, need and factors affecting Electronic Business, Features of Electronic Business, Electronic business Framework, Internet as an Electronic business Enabler, Economic and social impacts of e-business.

**Unit II:** Electronic Business Models :Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team. Electronic Data Interchange. Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

**Unit III:** Business Models:Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models.

**Unit IV:** Online Retailing:Segmentation of e-markets, marketing mix in internet marketing, online auctions. Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, electronic publishing. Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

**Unit V:** E-business:Search engine optimization, web research, web advertising, security of online transactions, cyber laws. Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

### **References**

1. Laudon & Traver - Electronic Commerce Business, Technology, Society, Pearson Education, 3<sup>rd</sup> Ed.
2. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3<sup>rd</sup> Ed.
3. Jae K Shim et al., The handbook of e-commerce.
4. Bharat Bhaskar, Electronic – commerce- Framework, Technologies and applications.

## Fourth Semester

### **MBA 4SM1 ARTIFICIAL INTELLIGENCE - APPLICATIONS IN BUSINESS**

***Objective:** The course exposes the students to the various business applications of artificial intelligence and how it can be used to address business related problems*

**Unit I: Introduction** - Management Support Systems, Decision making Models, TPS, MIS, DSS, ESS Overview, Data Model-Tacit, Explicit Knowledge- Knowledge Management system

**Unit II: Data and Model Management Systems** – Data knowledge-Data Collection, Data Warehousing, Data Mining, Data visualization, Modelling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modelling OLAP.

**Unit III: Evolution of ERP II** - Evolution MRP, MRP II, ERP, ERP II SCM , Group Decision support system, Technologies, Enterprise DSS, ERP Knowledge management methods, Technologies, Tools.

**Unit IV: Knowledge Based Systems** - Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

**Unit V: Advanced Intelligent Systems** - Neural Computing, Fuzzy Logic, Intelligent Agents in Client Server Architecture-Implementation, Integration, Intelligent DSS.

#### **References**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 2002
2. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 1999.
3. LoftiZadeh, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 1998.

## **MBA 4S2 - KNOWLEDGE MANAGEMENT**

**Objective:** *This course seeks to familiarize the students on the role and applications of knowledge management in the information era*

**Unit I:** Definition - knowledge Management - intellectual capital - knowledge types - components of knowledge - tacit and explicit knowledge organizational learning & organizational memory - objectives of knowledge management - drivers of knowledge management - aligning knowledge management and business strategy.

**Unit II:** Knowledge Management activities - cyclic model of Knowledge Management - Knowledge repository - reasons for adopting knowledge management - responsibilities of Knowledge Management – Officer - Steps in Knowledge Management implementation - Knowledge Management team constitution - role of consultants.

**Unit III:** Knowledge Management Strategy development Knowledge Management tools - methods and technologies - cost consideration of developing KMS - key success factors - measurement of success factors - bench marking and balanced scorecard technique - common causes of failure of KM projects.

**Unit IV:** Knowledge Management and its relationship with Artificial Intelligence -AI methods used in Knowledge Management Systems - Study of representative products with embeded AI technology used in KM - experts systems, fuzzy logic expert system, intelligent agents.

**Unit V:** Data mining – warehousing - knowledge discovery -electronic document management concepts - knowledge Management system development – prototype - software tools - Case studies.

### **References**

1. Knowledge Management tool kit by AmritTiwana,Pearson Education., India
2. Practical techniques for building a knowledge management system, Jeffrey L Whitten, Pearson Education Asia Ltd., India
3. Introduction to knowledge management by Todd Groff and Thomas Jones,Tata MaGraw Hill.
4. Knowledge Management in Theory and Practice by KimizDalkari, Springer

## MBA 4S3 – E-CRM

**Objectives:** The objective of this course is to make the students understand e-CRM concept, its elements and benefits and to make them aware of modern e-CRM tools. Awareness of the impact of convergence of technology in e-CRM will be created using case studies

**Unit I: Definitions** - customer, CRM. CRM technology components, customer life style, customer interaction. Difference between CRM and eCRM, CRM- Need for SFA, barriers to SFA, technological aspect of SFA, data synchronization, flexibility and performance, reporting tools. Types of CRM, Strategies for building relationship marketing, CRM Vs Customer retention, CRM Process-Benefits, brand switching behaviour-Importance of e-CRM,

**Unit II: Architecture and Components of Enterprise Marketing Automation** - promotions, events loyalty and retention programs, response management marketing campaign, campaign planning and management, use of business analytic tools. E-marketing- tools, techniques and future directions.

**Unit III: Call centre** - customer interaction, the functionality automation, technological implementation, Automatic Call Distribution, Interactive Voice Response, Computer Telephony Integration, web based callcenter, automated intelligent call routing, logging & monitoring.

**Unit IV: eCRM implementation** - Pre implementation phase, kick off meeting, requirements gathering, prototyping and detailed proposal generation, development of customization, Power use beta test and data import, training, rollout and system hand off, ongoing support, system optimization, Post implementation phase monitoring. Role and function of Application Service Provider- its advantages and disadvantages.

**Unit V: eCRM impact on marketing channels** - traditional channels compared with emerging channel trends that impact CRM.- Convergence Marketing-Convergence on social networks and communities (Web 2.0)- case studies

### References

1. Greenberg, Paul. (2004). *CRM at the Speed of Light, (3rd Edition): Essential Customer Strategies for the 21<sup>st</sup> Century*. McGraw Hill
2. Greenberg, Paul. (2010). *CRM at the Speed of Light, (4<sup>th</sup> Edition): Social CRM Strategies, Tools, and Technologies for Engaging Your Customers*. McGraw Hill
3. Kumar V, WernerJ Reinartz ,Customer Relationship Management, , Wiley India edition.
4. Kristin Anderson andCarol Kerr, Customer Relationship Management, Tata McGraw Hill.

## MBA 4S4 - E-GOVERNANCE

**Objective:** *The objective of e-governance is to allow citizens to communicate with the government as well as with each other and to participate in the governments policy-making to improve own welfare by using e-governance as a tool.*

**Unit I: Introduction** - Need for e-governance, Issues in E-Governance applications and the Digital Divide; Evolution of E-Governance, Its scope and content; Global trends of growth in E-Governance, Benefits in cost time speed and quality- Other issues. Enablers of e-government

**Unit II: E-Governance models** - Evolution in E-Governance and Maturity Models- Levels of Maturity, Characteristics of Maturity Levels, Towards Good Governance through E-Governance Models- Digital Governance: Broadcasting/ Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive-service Model/Government-to-Citizen-to-Government Model (G2C2G);

**Unit III: E-Governance Infrastructure readiness** - Infrastructure readiness in terms of Digital System, Legal, Institutional, Human, Technological Evolutionary Stages in E-Governance.

**Unit IV: Data Warehousing and Data Mining in Government** - Architectures for data warehouses- data mining techniques-National Data Warehouses: Census Data, Prices of Essential Commodities; -dashboards for online decision making-Other areas are Agriculture, Rural Development, Health, Planning, Education, and Trade and Other Sectors.

**Unit V: Case Studies** - Cases on e-literacy project in Kerala-Bhoomi in Karnataka, , FRIENDS in Kerala, E-Khazana, DGFT, PRAJA, E-Seva, E-Panchyat, Mandals in Andra, Gyandoot, Computerised interstate check post in Gujarat-General Information Services of National Informatics Centre; Comparative study on E-Governance initiative in developing and developed countries like USA; E- China; Brazil and Sri Lanka.

### References

1. BhatnagarSubhashSubhash, *E-Government: From vision to implementation*, Sage Publication, New Delhi
2. *E-Governance: Concepts and Case Studies*, C.S.R. Prabhu, Prentice-Hall of India Private Limited, 2004.
3. Backus, Michiel, *e-Governance in Developing Countries*, IICD Research Brief, No. 1, March 2001.

## **MBA 4S5 – BUSINESS INTELLIGENCE AND DATA WAREHOUSING**

**Objective:** *The objective of the subject is to introduce the trends in business intelligence and the relevance of data warehousing for effective information decision making.*

**Unit I: Emerging trends in BI** - MDM/DQ- CPM- Decision Yield- Embedded Analytics- Open Source BI- BI & SOA- DW Appliances- Unstructured data Management

**Unit II: BI Applications** - Telecom- BFSI- Retail-Data mining: Concept –Data mining v/s OLAP –Data mining v/s Statistical Analysis- Tasks solved by Data mining Methods.

**Unit III: Classes of ODS** -Architectural components - Best Practices- Architectural considerations - Data Model Distinctions

**Unit IV: Data Modeling** - Data Analysis Techniques, Conceptual Modeling, Logical Modeling Physical Modeling, Overview of Modeling Techniques, Dimensional Modeling, Facts, dimensions, Hierarchies, Aggregates, Measures, Cubes, Star Schema, Snowflake Schema -ETL Overview and Market study- ODS Overview and Architectural Challenges- Global, Independent & Interconnected -Architectures – Enterprises Data Warehouse- Data Marts- Implementation Approaches

**Unit V: Data warehouse Architecture** - Types, benefits, methods and approaches, qualities, life cycle overview, Data profiling, OALP

### **References**

Books:

1. Inmon, Building the Data Warehouse, 3rd Ed.,John Wiley, 2002

Articles:

2. Jacobs, “Data Mining:What General Managers Need to Know”, *Harvard Management Update*,October 1999
3. Baserman and Chugh, “Decisions without Blinders”, *Harvard Business Review*, Jan 2006.
4. Ariyachandra and Watson, “Which Data Warehouse Architecture is Most Successful”, *Business Intelligence Journal*, Qtr 1, 2006, Vol 11, No. 1.
5. Loveman, “Diamonds in the Data Mine”, *Harvard Business Review*, May 2003.
6. Froelich, Ananyan, and Olson, “Business Intelligence Through Text Mining”, *Business Intelligence Journal*, Winter 2005, 10, 1

**Media Management**  
**Third Semester**

**MBA 3MM1 - INTRODUCTION TO MEDIA INDUSTRY AND PRACTICE**

**Objectives:** *The course gives a basic idea on the media industry. The purpose of this course is to provide an overview of the various media industries, highlight the common characteristics and familiarize students with the key drivers of industry dynamics.*

**Unit I:** Introduction to media – definition, meaning and forms of popular media – Print, Radio, Television, Cinema and New Media .Relation between Traditional, Popular and Mass Media, Popular Media and Cultural Hegemony – examples of Advertisement and Cinema. New Folk Media New Media and Democratization of Communication. YouTube, P2P and the question of Intellectual Property Law.

**Unit II:** Newspapers, magazines, newsletters -Anatomy of a newspaper, analysis of the front page, comparative study of two newspapers, the OP ED page, sports pages, photos in a newspaper. Online editions of newspapers and the special features they offer Types of magazines: news magazines, lifestyle magazines, special interest magazines Meaning and importance of newsletter

**Unit III:** Models of Communication- Aristotle’s classical model , Berlo’s Model, Lasswell’s Model, Shannon and Weaver, Osgood, Wilbur Schramm, George Gerbner, Gibson, Elaboration-Likelihood Model, Gate-Keeping Model, Dance Model, New Comb Model, Uncertainty Reduction Model Convergent Model, Spiral of Silence.

**Unit IV:** Development of electronic media Telegraph, radio, television. Development of New Media Emergence of Cyber Culture. World Wide Web · Domains & portals · Search engines & browsers · Peer to peer file transfer · Hyperlinks · Wikipedia · Web 2.0 Security & surveillance Social networking. Hacking, ethics and emerging cultural trends · IPR & copy left · Cyber Culture in Indian. Piracy Culture and debate over Plagiarism

**Unit V:** Press Laws- Need to study; Media Ethics & Professional Morality, Code of Ethics & Guidelines for the Press. The McBride Commission, NANAP and NWICO, Freedom of the press in India. The Press Council Act and the Press Council of India, TRAI, Broadcasting Bill and the BRAI, Indian Broadcasting Federation, Lokpal Bill and Lokayukta..

**References**

1. D.S. Mehta : *Mass Communication & Journalism In India*
2. Keval J. Kumar : *Mass Communication in India*
3. K Shipra, Alfa Publication (2007) :*Revolution of Media Communication*

## **MBA 3MM2 - CONCEPTS OF CONVENTIONAL MEDIA**

**Objectives:** *The course aims at skill as well as perspective building for Junior and Middle level executives in the domain of Media Management. It seeks to deliver skills for managing media businesses by combining theoretical learning in the field of communications with the right blend of management education on the conventional means of media.*

**Unit I:** Early history Communication in pre historic era Development of language and the oral tradition Development of writing and record keeping, manuscripts (Global & Indian perspective)

**Unit II:** Era of the printed page Development of printing & its long term impact on society: age of enlightenment, era of books (Global & Indian perspective) Development of newspapers and magazines (Global and Indian perspective)

**Unit III:** Radio Theory & Practice : Historical perspective: Development of telegraph leading to development of radio; contributions of Jagadish Chandra Bose and Marconi; growth of radio in USA, UK and India; technology of radio broadcast – Medium wave, short wave, AM, FM, satellite radio, internet radio. Radio in India: Growth of All India Radio after independence, growth of FM channels; Ham radio and Community radio. Genres of radio programmes. Writing for radio – news, chat shows, RJ's scripts, radio dramas, radio talk, types & techniques of radio interview.

**Unit IV:** Television Journalism: Broadcast journalism: Principles & Practice Broadcast Production, Broadcast. Structuring Broadcast News: What Constitutes Television News; Sources of News; Structure of a News Capsule; Writing to Visuals, Types of Visuals (Live footage, library footage, graphics), P2C, Body Language & Dress Code for a Reporter; Ethical Codes for a Reporter; Live Broadcast Vs. Delayed Broadcast.

**Unit V:** Television Newsroom; Anchoring a Story; Hierarchy of News; Compiling a News Bulletin, Breaking News Vs. Follow Stories .Other Genres of Programmes in News Channels Interviews, Panel Discussions, Review Programmes; Lifestyle Programmes; Features; Documentaries. Development of Television Journalism in India: Doordarshan, Newstrack, Private News Channels; Local vs. Global International News Channels, National News Channels, Local News Channels.

### **References**

1. *The Art of the Television Interview*, Trisha Das, PSBT
2. *Technology and Cultural Form (RoutledgeClassics)* by Raymond Williams
3. *Directing and Producing for Television. A Formal Approach* – Ivan Cury
4. *Audio Visual Journalism* (B. N. Ahuja)
5. *International Radio Journalism* by Tim Crook
6. *Modern Radio Production* by Carl Hausman, Philip Benoit, and Lewis B. O'Donnell



7. *Radio Programming: Tactics and Strategy (Broadcasting & Cable Series)* by Eric Norberg
8. *Print Media Communication and Management: Elements, Dimensions And Images 01 Edition:* Aruna Zachariah, Kanishka Publishiners Distributors (2007)
9. *India's Newspaper Revolution: Capitalism, Technology and the Indian Language Press, 1977-1999* by RobinJeffrey

## MBA 3MM3 - MEDIA AND PUBLIC RELATIONS

*Objectives: The Course aims to provide an insight into public relations so as to equip students with a proper understanding of the theories and techniques required.*

**Unit I:** PR- Definition, PR-Publicity/Propaganda & Public Opinion History of PR- • Growth as a communication function • PR- as a management function • PR- principles, planning, implementation, research, evaluation • PRO- qualifications and function PR Tools • Press releases • Press conference • House journals • Corporate films • Other PR Tools (Newsletter, Brochure, Leaflets, Pamphlets, Booklets, Manuals, Annual Reports, Handbills, Sticker, and posters)

**Unit II:** Community relations / Employee relations / Govt.relations / Lobbying / CSR (Corporate Social Responsibility) PR in India (Both public & private sector) .ole & Function of a PR-Agency Emerging trends in PR Crisis Management: Predictable and unpredictable crisis, crisis situations, reaction to crisis, crisis communication, more than just debunking the damage.

**Unit III:** PR Industry and Business- Competitive settings- Titles- CSR- Corporate Philanthropy- Corporate Financial relations and outputs- Corporate practice model

**Unit IV:** PR- A Government Perspective, Role of PR in government- Barriers- Media relations- Military PR- PR and Politics- Government: A Business perspective

**Unit V:** PR in NGO and Professional bodies: Role-Foundations-The Third sector- Health care- Social welfare- Education- other Non-Profit Organization- Types of association- Association and societies- Nature- Challenges- Labor Unions- Current market scenario

### References

1. Sailesh, S. (1997). *Management of Public relations and communication*. New delhi: Vikas
2. Jetwani, Varma.and Sarkar (1994). *PR concept,Strategies and tools*. Sterling.
3. Cutlip,Broom & Center (2005). *Effective Public Relation* (Eighth edition ed.). New Delhi, New Delhi, India: Pearson Education(Singapore) Pvt Ltd,Indian Branch.

## **MBA 3MM4 - MANAGING CREATIVITY AND INNOVATIONS**

**Objectives:** *Creativity and Innovation are the integral part of media industry and it is inevitable to meet the demands of their customers because of the changing nature of the environment in which they operate. Creative and innovative media organizations are able to differentiate themselves and enhance their competitiveness in the domestic and international market place. The course is structured to impart the understanding of the creativity management process and Innovations management through the media perspective. Students will learn the techniques for improving the flexibility and originality of their thinking and will explore approaches used by media industry to create and sustain high level of creative and innovative medium for public communication. This course will also support the students to develop innovate media strategies in a competitive media landscape when they enter into their media career.*

**Unit I: Creative Communication & Planning** - Introduction- Creative communication- Roles of the solution provider- creative communication tools- Market scenario - The Process Flow- HR factors- Elements- Media House perspective- Ad agency perspective- Client Perspective- Creative planning models

**Unit II: Creativity and Innovation in Commercials and Print** - Creation patterns in the industry- Crisis advertising- Formats – Challenges- Market scenario- Innovations- Market research- Creating the copy- The Total Concept- Trade Mark- Service marks- Delivery

**Unit III: Innovations Management** - Initiating Innovations- Managing the Innovation- Innovations as Competitive advantage- Innovations Management by Media Houses

**Unit IV: Creative Enhancement Tools** - Tools available in the Market- Introduction to the tools- Software- Various technical Platform- Scope of creative enhancement tools

**Unit V: Media Campaigns** - Campaign Vs Ad- Changing campaigns - Media Objectives- Integration Elements- Post tests

### **References**

1. Creativity, Communication and Cultural Value by Keith Negus & Michael J Pickering, *SAGE Publications Ltd.*
2. Media Planning and Buying 1st Edition by Arpita Menon, Tata McGraw - Hill Education.
3. Advertising Creative Strategy, Copy, and Design *Third Edition* by Tom Altstiel, Jean Grow, *SAGE Publications Ltd.*
4. Managing Creativity and Innovation (Harvard Business Essentials) by Harvard Business Review Press.
5. Innovation Management: Strategies, Implementation, and Profits by Allan Afuah, Oxford University Press.
6. Advertising Campaign Planning: Developing an Advertising-based Marketing Plan by Jim Avery , Copy Workshop

## **MBA 3MM5 - EVENT MANAGEMENT IN MEDIA INDUSTRY**

**Objectives:** *This course seeks to highlight the skills needed to organise events of any nature and various activities related to media industry*

**Unit I:** Historical Perspective, Introduction to event Management, Size & type of event, Event Team, Code of ethics - Principles of event Management, concept & designing- Analysis of concept, Feasibility & Logistics of concept.

**Unit II:** Event planning & team management -Aim of event, Develop a mission, Establish Objectives-Preparing event proposal, Use of planning tools- Protocols, Dress codes, staging, staffing

**Unit III:** Event marketing and advertising-Nature of Marketing, Process of marketing - communication tools- Sponsorship- Image, Branding, Advertising- Publicity and Public relations

**Unit IV:** Event leadership & communication -Leadership skills, Traits and characteristics - Managing team-Group development, Managing meetings-Written communications, (Official, demi-official, Invoice). Verbal communications

**Unit V:** Event safety and security - Security, Occupational safety, Crowded management -Major risks and emergency planning- Incident reporting, emergency procedures- Basic Event Accounting- Budget, breakeven point, cash flow analysis Profit & loss statement, balance sheet, Panic payments, financial control system.

### **References**

1. Successful event management, Anton Shone and Bryn Parry, Thomson learning
2. Event planning and Management, Divakar Sharman, Deep and Deep
3. The business of event planning, Judy Allen, Wiley.
4. Event marketing and management, Sanjay Singh Gaur, Vikas

## MBA 3MM6 - MEDIA ECONOMICS

**Objectives:** *Media Economics course focuses on the economic environment in which media operate, and discusses the main actors/forces that shape media, market, and consumer attitude in the dynamic environment of media technology. The course aims to portray the marketing roles under different ownership and its effects on media content and function today and in future and also seeks to familiarize the students with the specificity of one of the world's fastest growing markets*

**Unit I: Introduction & Principles of Media Economics** - Media Economics-understand the terms economics, media economics, macro and micro economics-The advantages of studying media economics. Economic system-command-market and mixed economies- The concepts of supply and demand-elasticity. How price affects supply and demand in the media industries.

**Unit II: Understanding the Market** - Market in media economics –Different types of market structures found in the mass media. Impacts of market structure on market conduct and market performance .Global Media Market. Media and the Corporate Sector

**Unit III: Evaluating the Media Market** - Resources and methodologies for evaluation-Market concentration-Diversification-Effect of technology. Social Media Market. Media and Technology. The Internet and the market for news. Media and entertainment industry in India

**Unit IV: The Broadcast and Television Industry** - The Radio Industry,-The Television Industry-The cable and Satellite Television-The Internet Industry.-Motion picture Industry-The Recording Industry. Indian and Global broadcasting Industry.

**Unit V: Print Industry** - Indian Printing Industry-Trends and Development-News paper Magazine and Book industries-Media Economic Research.

### References

1. Alan B. Albarran : *Media Economics* Surjeet.
2. *Media Economics* :Sage
3. Alison Alexander, James Owers, Rod Carveth, C. Ann Hollifield, Albert N. Greco :*Media Economics : Theory and Practice*
4. Keval J. Kumar: *Mass Communication in India*
5. James R. Walker and Douglas A. Ferguson : *The Broadcast Television Industry*
6. Jan Zimmerman and Deborah Ng Publisher: Wiley India (2013) :*Social Media Marketing*

## MBA 3MM7 - TIME AND SPACE MANAGEMENT

*Objectives: To familiarise the concept of sales and marketing from the time and space perspective and to impart right domain tools in the print, audio, television and interactive media*

**Unit I: Space Marketing** - Introduction to space marketing- Basic Concepts and terms- Soft space marketing- Hard space marketing- Response sales Innovations- Rate Card Analysis

**Unit II: Spot Marketing** - Time sales-Concepts and terms- Soft spot marketing- Hard spot marketing- Time sales Innovations- Rate card analysis

**Unit III: Product Placement and Media net** - Product Placement definition- Types of Product Placement- Modes of placing- Product placement as a communication technique

Media net in practice- Formats- Media net as an advertising medium- Sales strategy in Media net

**Unit IV: Private treaty and RIS** - Private treaty concept- models- Media Houses with PT Models- PT in the Indian Market- PT as an integrated ad medium - Response Integrated Solutions- Media Bundling- Cross Category Functions- Sales man to Solution providers- RIS in practice

**Unit V: Media Planning and Media Sales** - Media Planning process flow- Client Analysis- Media Selection process- Media Prioritization- Media Campaigns - Contemporary Media Sales patterns- Media sales man to Media Consultant- Roles of Intermediaries- Future of Media House Client relations

### References

1. Media Planning and Buying 1st Edition, Arpita Menon, Tata McGraw - Hill Education
2. Advertising Media Planning, Seventh Edition ,Roger Baron and Jack Z. Sissors, McGraw-Hill
3. Advertising principles and practice, Ruchi Gupta, s. Chand Publisher

## Fourth Semester

### MBA 4MM1 - CONCEPTS OF EMERGING MEDIA

**Objectives:** *To introduce the innovative concept of New Media and the role of New Media as an advertising medium. To target the new customer pools in the market. The course will help students get access to content anytime, anywhere, on any digital device. To enhance creative participation and different forms of communication in the digital world. To awaken the dormant creativity and aesthetics, eclipsed by the stress and strain of the work-a-day world. To utilize the strength of various marketing communication options to address the communication tasks confronting the media.*

**Unit I:** Basic New Media Concepts -Types of New Media-Evolution of New Media-New Media as an Interactive tool - Different formats of blogs-Blog as an advertising medium - Blog as a social responsible medium - Mobile phone- a seventh Mass media tool -Short Message Service (SMS) -Multi Media Service (MMS) -Advantages & Challenges of SMS & MMS-Audience Measurement - Contemporary mobile communication market

**Unit II:** Cartoon: A Communication tool- Industry pattern -Advantages and Contemporary market - Animation: A communication tool -Rotoscopic technique -Innovations in the cartoon & animation scenario - trends in Social Networking -Social networking sites and formats-Social Networking as an ad platform -Ad Campaigns- Advantages and Opportunities in Social Networking

Software Games market and Industry - Formats -Types of Gaming communication- Various Games -Innovations in Gaming Communication

**Unit III:** New Media and Society -Media regulations -New Media and Ethics -New Media as a socially responsible medium- Short film making- Directing, Acting, Casting, Cinematography, Editing (Visual/ Acoustic), Mixing, Dubbing Trailer film making-Making documentaries -Script writing for the above mentioned contents

**Unit IV:** Making of posters, banners, billboards, hoardings of ads placed in public places and print media.-Film poster making -Classification of ratings according to community and general public standards-Information on Central Board of Film Certification

**Unit V:** Indian Information Technology Act 2000-Dependence on – Over-the-Top content (OTT)[Delivery of video/audio over the internet without a multiple system operation]

Internet Protocol Television (IPTV)[ A system through which television services are delivered using IP suite]

## References

1. The Social Media Marketing Bookby Dan Zarrella ,Oreilly
2. New New Media (2nd Edition) by Paul Levinson, penguin academics
3. New Media: A Critical Introduction by Martin Lister, Jon Dovey, Seth Giddings, Iain Grant, Kieran Kelly

## **MBA 4MM2 - INTRODUCTION TO CORPORATE COMMUNICATION**

**Objectives:** *The course highlights the innovative strategies in public relations and corporate communication for equipping the students with the required skills and knowledge to face any communication challenge with confidence in the fast changing competitive world. This course covers the definition, concept, function, roles and importance of corporate communication as well as corporate social responsibilities duly emphasizing its practical application and current market pulses. It also enlightens the students with the corporate communication planning, strategies, and crisis communication. This course provides the students with proper foundations to edifice good media relations.*

**Unit I:** Defining the Concept of corporate communication in practice- Function- Practitioners- Roles- Importance- Current market scenario- Corporate citizenship and Social responsibility

**Unit II:** Media for Internal Publics: A print perspective- Organization publications- Letters- Inserts and Enclosures- Printed Back grounders- Bulletin Boards- Corporate communication strategy: A Print perspective

**Unit III:** Media for Internal Publics: A Non print perspective - Grape vine- Meetings- Speakers Bureau- Speeches-Teleconferencing- CCTV- Videotape- Film and Slide presentation- Display and Exhibits- Corporate Communication Strategy: A Non Print Perspective

**Unit IV:** Corporate Communication Planning and crisis Communication-Strategic thinking- Management- Program plan- Program Implementation – Budgeting- Elements

**Unit V:** Introduction to contemporary issues in corporate communication-Traces the history of the corporation and examines its relationship to contemporary issues in society- Explores concepts such as corporate voice, corporate identity construction, mission and branding.

### **References**

1. Art Of Corporate Communication by A.K. Banerjee, John Campbell, Timothy A Judge, Lotus Press
2. Corporate Communication 6E by Paul A. Argenti, Tata McGraw Hill
3. Corporate Communications: Theory and Practice by Professor Joep Cornelissen Sage Publications Ltd



## **MBA 4MM3 - DIRECT RESPONSE AND INTERACTIVE MEDIA**

***Objectives:** The course provides the direct response perspectives on various media and creates an awareness of interactive communication platforms. It also seeks to assess the factors considered in, and procedures used for, buying direct mail assess and the strategies for delivering effective messages via direct-response techniques.*

**Unit I: Integrated Marketing Communication - IMC Concepts- IMC Partners- IMC Planning- Contemporary IMC tools**

**Unit II: Customer Relationship and Database Marketing: A Media Perspective - Customer Relationship Marketing- CRM Techniques- Database Marketing- Life Time Value Concept- Behavioural Mapping- Customer Loyalty**

**Unit III: Introduction to M Commerce and Blogging - Concept- Advantages- Challenges- Mobile Mass Media concept- M Commerce as an advertising Medium- Interactive Media Concept- Blog as a communication Medium**

**Unit IV: Direct response: Print, Radio, and TV perspective - Streaming Radio Concept- Visual Radio- Radio as convergent Medium- Futuristic trends. Catalog Marketing- B2B and Consumer Magazines- Negative Option direct response - DRTV-Advantages- Challenges- DRTV Formats- TV Shopping networks- Per Inquiry concept- Contemporary Market Scenario**

**Unit V: Internet Advertising and E Commerce - Online advertising – Types of ads- Formats- Cost and response rates- Integrating Internet with PR and Sponsorship Programs- Measuring Online Marcomm- Current Internet Scenario. Concept- Advantages- Internet barriers and concerns- Offline advertising in ecommerce- Contemporary E commerce advertising-**

### **References**

1. Integrated Marketing Communications by David Pickton, Amanda Broderick, pearson
2. Database Marketing- Analyzing and Managing Customers by Blattberg, Robert C., Kim, Byung, Springer
3. Customer Relationship Management (Briefcase Books Series) by Kristin L. Anderson and Carol J. Kerr (1 October 2001), McGraw-Hill Professional
4. M-Commerce: Technologies, Services, and Business Models by Norman Sadeh, John Wiley & Sons
5. E-Commerce and Mobile Commerce Technologies by Rahul Srivastava, S. Chand Publisher

## MBA 4MM4 - MEDIA LAWS

**Objectives:** *This course examines the major laws, regulations, and court decisions affecting the media. It deals with fundamental issues concerning freedom of expression and the different ways in which it is restricted in various jurisdictions, including contempt of court, privacy, defamation and copyright laws.*

**Unit I: Constitutional framework** - Fundamental rights, freedom of press in various political issues. Rights & liabilities, Rights and Liabilities of the Editor, Printer and Publisher – Editorial autonomy and, Independence – Govt. Information Services and their controls – PIB.

**Unit II: Freedom and social responsibility of media** - Tabloid Journalism, Investigative Journalism. Advertising Standards– Advertising Councils, Film Censorship. Press Council, Broadcasting Policies, Prasar Bharti.

**Unit III: Media Laws in India** - Media laws in India and the world: The Press Registration of Books Act 1867, the Press (objectionable matters) Act 1957, The News Paper (Prices and Pages) Act 1956, Defence of India Act, Delivery of Books and News paper (public Libraries) Act, Press Council Act, Working Journalists Act, Cable TV Networks (regulations)Act, The Cinematographic Act 1952.

**Unit IV: Civil and Criminal Laws** - Copy Right Act, Trade Mark Act and Patents Act – Periodical Changes, Right to Information and, Official Secrets Act of 1923. Laws of Libel and defamation, Contempt of courts Act 1971, Autonomy and Prasar Bharati Act 1990.

**Unit V: Cyber Laws in India** - Nature and scope of cyber laws, The right to Publish and right to privacy, Digital signature, Piracy, Domain name registration issues, convergences, Media council and media ombudsman in the world. Information technology Act 2000 with its amendments.

### References

1. Basu, Durgadas-*Introduction to the Constitution of India* 21st Edition, Lexis Nexis Publishers 2013
2. Neelamalar, *Media law and Ethics*, Prentice Hall of India Learning 2009
3. Chander, Harish-- *Cyber Laws and IT Protection*, Prentice Hall of India Learning 2012
4. Basu, *Law of the Press*, Prentice Hall of India 2010
5. Radha Krishna Murthi , *Indian Press Laws*

## MBA 4MM5 SOCIAL MEDIA IN BUSINESS

*Objectives: The purpose of this course is to provide a sound knowledge about social media among management students and also support the student community to identify and apply appropriate social media tools for business process improvement.*

**Unit I: Social Media** - definition – scope – distinction from other media – benefits - classification – growth and importance of social media in economy- Global usage -Web-2.0 foundation – social media mining- criticisms of social media- positive impact –problems of social media- Honey comb framework for social media ( Identity, Conversations, Sharing, Presence, Relationships, Reputation and Groups)

**Unit II: Social Media Tools & Platforms** - internet forums- Blogs and blogging platforms - Wiki- photo sharing- Podcast (Audio create)-Vlogs(Video create)- Microblogging- Live casting –RSS feeds- search engine optimization-discussion boards- Facebook- Google+ -LinkedIn- Bing- Twitter- Flickr- Instagram- youtube- scribed – Quora – WhatsApp

**Unit III: Social Media Development and Integration** - creating social company- social media vs social communications, social media and business - aligning social media to business goals- establishing vision, purpose and execution- Performance measurement: tools, methodology and purpose-selecting adequate social media measurement software - KPI- Social media and sales measurement.

Organization and creating structure –mapping- four phase of social media adoption- social media integration models – centralized vs decentralized social media management models- people integration –hiring, training and certifying – need for social media guidelines, policies and training –establishing social media guidelines

**Unit IV: Social Media Programme Management and Measurement** - social media and digital band management-real-time digital support-measurement practice for social media-monitoring , measurement, analysis and reporting- ROI and social media outcomes- FRY(Frequency, reach and yield) and social media-social media programme analysis and reporting –social media strategy – five step approach

**Unit V: Social Media and Functional Management** - Role of social media in Marketing, Human resource management, Project management, stock market and investment- social media and CRM - Social media as a tool for business research

Gamification: definition, techniques and applications – Crowdsourcing – definition and applications

## References

5. The social media bible- tactics, tools & strategies for business success by Lon safko, John Wiley & Sons
6. Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization by Olivier Blanchard, Pearson Education Inc.
7. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media by Liana Li Evans, Pearson Education Inc.
8. The Handbook of Online and Social Media Research: Tools and Techniques for Market by Ray Poynter, John Wiley & Sons.

**International Business Management**  
**Third Semester**

**MBA 3IB1 INTERNATIONAL BUSINESS ECONOMICS**

*Objectives: - The broad focus of this course will be:*

- *To understand the important linkages between domestic economy and its external sector*
- *To gain the conceptual clarity of the theoretical aspects of international trade and finance*
- *To examine the broad pattern of changes in the international economic policy*
- *To examine the business implications of international economic environment*
- *To identify the basic macroeconomic relationships as they affect the behaviour of firm*
- *To incorporate international issues in designing corporate strategies in a fast changing environment.*

**Unit I: Commercial Policy & Economics of Integration** - Tariff and Non-tariff barriers, Miscellaneous Protection Techniques - Dumping, Subsidies, Cartels and Commodity Agreements, Economics of Integration: Types of integration (EU, NAFTA, APEC, ASEAN, and SAARC): Achievements and Future prospects, Regionalism Vs. Multilateralism.

**Unit II: Trends in World Trade** - WTO and Developing Countries: Recent Trends in Global Trade - Contentious issues - Agriculture and Market Access, Trade and Environmental issues, Dispute Settlement Mechanism.

**Unit III: Balance of Payments Adjustment** - Foreign Trade Multiplier and Global Repercussions - BOP and Policy Mix: Role of Monetary and Fiscal Policy in BOP -Trade-off between Internal and External Balance (Mundell and Flemming Model).

**Unit IV: Foreign Exchange Market** - Flexible Exchange Rate, Currency convertibility, Significance of foreign exchange reserves, Exchange risks, Global linkage of foreign exchange

markets, Open and Closed: Interest Parity Conditions - Euro Currency Markets, Euro Equity and Euro Bonds Markets - Nature and Characteristics.

**Unit V: International Factor Movements** - Movement of labour between countries - Trends in Migration, International capital movements - Role and impact of foreign capital, Types and factors, Role of MNCs, Changing role of the IMF in the emerging international scenario. Market structure – its measures & determinants Firm Boundaries – Horizontal & Vertical, Concentration in markets – Seller & Buyer Concentration, Product Differentiation , Conditions of entry.

## References

- Macroeconomics 8/e Rudiger Dornbusch, Stanley Fischer, Startz, Mithani & Jhingan, International Economics, S.Chand& Co.
- Peter Kenen: The International Economy, Cambridge University Press, 2000.
- International Economics, Robert C. Foenstra& Alan M. Taylor, Wath Publishers, USA.

## **MBA 3IB2 - EXPORT IMPORT - DOCUMENTATION AND PROCEDURES**

**Objective:** - *This course has been designed with keeping in mind the core objective as to enable the participants to understand the various category of Exports/Imports, to understand the export import procedure, to understand the documentation needed for import and export.*

**Unit I: Role of foreign trade in Indian Economy** - Trends in Volume, Composition and direction of trade flows in relation to overall BOP, Export thrust areas and their trade in World Trade, Trade liberalization under economic reforms. Pre requisites for successful export business, Choosing appropriate business and product lines, Selection & Location of prospective markets & buyers, Export order processing, Export contracts. Registration of Exporters, Obtaining Export – Import license, Quality control

**Unit II: Pre shipment inspection of Export consignment** - Self certification schemes, Labelling, Packaging & Marking of goods for Exports, Cargo insurance & Claim Procedure

Procedure for rebate on excise duty on exported goods, various types of export documents and their preparation, procedure for custom clearance of exports by air, sea and post parcel, documents under aligned documentation systems, electronic data interchange

**Unit III: Pre requisites & preliminaries for starting Import Business** - Regulatory institution in Import Trade - Ministry of Commerce, DGFT & Customs Authorities, Categories of Imports & importers under the current EXIM Policy.

Availing concessions and facilities under various export promotion schemes, facilities for export/trading houses and deemed exporters, availing Marketing development assistance, procedure for settlement of trade disputes.

**Unit IV: Procedure for registration of Importers** - Licensing authorities – Jurisdiction & Functions, retirement of import documents, procedures & formalities, Operating procedure for authorized dealers, Procedure for making import payments & RBI guidelines.

EPCGS, Duty Exemption Scheme, SIL Scheme, Diamond, Gem & Jewellery Export promotion schemes, 100 % EOU/EPZ/FTZ units scheme.

**Unit V: Procedure for personal imports** - import of gifts and automobiles, procedure for import of Gold & Silver , Procedure for import of Technology, drawing & design, Sample & Prototypes, Special Import Facilities for NRI's & PIO's.

Customs clearance of Imports, , Indian Customs tariff classification, Types of Customs duties, Valuation of goods and assessment of customs duty, Nature, types and salient features of bill of entry, Presentation of bill of entry, Warehousing of imported goods, and their clearance, Self assessment scheme and green channel facility.

### References

- Bowersox, Donald.J, Logistics Management, McMillan, N.Y
- Govt.Of India : ITC(HS), Classification of Export & Import Items, Government of India, N.D.
- Ramagopal.C, Export Import Procedure Documentation & Logistics, New Age Publications.
- How to Export – NABHI Publications
- How to Import - NABHI Publications
- Handbook of Procedures – Vol1, Vol 2& Vol.3 SION – DEPT Schedule
- Jain Kushpat, Export Import Procedure & Documentation, Oscar publications, New Delhi.
- Govt Of India: Export Import Policy & Procedures, Vol.1 & Vol.2
- Govt.Of India : Economic Survey, Government of India, N.D, Latest Issue.
- Aggarwal, Raj: Indian Foreign Trade, Excel Books
- Jitendar M.D, Export procedures & Documentation, Raj Publications
- Paras Ram , Export – What, Where & Why , Anupam Publications, New Delhi
- Paras Ram , Export Import Procedures, Anupam Publications, New Delhi.



## **MBA 3IB3 INTERNATIONAL MARKETING RESEARCH**

**Objectives:** *As organizations continue to pursue more global strategies, the need to understand consumers at faraway places is increasing. Market research is the primary mechanism through which companies understand their current as well as potential customers. Since companies are contemplating the global market place, they must consider how domestic market research differs when conducted in international markets. The objectives of this course are to enable the student to understand the context for the international market research and to provide a framework for conducting international market research projects. This course also aims to make the students comprehend the nuances related to primary data collection and questionnaire construction.*

**Unit I: Introduction to International Marketing Research** – Definition, Objectives, Marketing research going global – Changes in the Environment – Opportunities and Challenges for Organizations. Importance of International Marketing Research .

Research of Industry - Market Characteristics & Analysis – Acquisition Analysis, Diversification Analysis, Market share analysis, Export Research

**Unit II: International Buyer Behaviour Research** - Concept development and testing studies , Brand name generation and testing , Product testing , Competitive product studies , Packaging design studies ,Test marketing . **International Product Research** - Concept development and testing studies , Brand name generation and testing , Product testing , Competitive product studies , Packaging design studies ,Test marketing , **International Distribution Research** - Import/export analyses, Channel performance and coverage, Plant/warehouse location studies. **International Promotion research** - Studies of premiums, coupons, and deals, Advertising effectiveness research , Local media research , Studies pertaining to personal selling activities , Sales Force Compensation, Quota, Territory etc, **International Pricing Research** - Studies projecting demand, Currency and counter trade studies, Studies of inflation rates and pricing, Studies of negotiation tactics.

**Unit III: The International Marketing Research Process** – Step 1 , Defining the international research problem , agree on the research objectives - Exploratory Research, Descriptive Research, Causal Research. Step 2 Set specific objectives. Step 3 Developing the International Research Plan, Step 4 - Define Information Sources - Availability of Information – Its reliability , Primary Vs Secondary Data. Step 5 Design Data Collection Instrument - **Emic instruments** as a measure of phenomena specific to each culture, **Etic instruments** measure the same phenomenon in different cultures, *Constraints: Translation; Instrument Reliability; Reluctance etc.*, Step 6 Decide on the Sampling Plan for an international research - Sample Unit, Sample Size, Sampling Procedure , Step 7 Data Analysis - Collect, Analyze, and Interpret Data.

**Unit IV: Data Collection for an International Research** – Methods of collecting Secondary Data . Secondary Data Constraints - Conceptual Equivalence , Functional Equivalence, Availability, Reliability, and Validity Sources of reliable data: World Bank, United Nations Development Program, Organization of Economic Cooperation and Development (OECD) , Euromonitor.

Methods of collecting Primary Data , Marketing research infrastructure required for collecting primary data , Managing high cost associated with collecting primary data . Primary Data Approaches: - **Qualitative research** as a first step in studying international marketing phenomena - Focus Groups, Observation, constraints associated. **Quantitative research** - Survey research, or Causal research approaches, such as experiments. Content Analysis, Survey Research, Experimental Research. Constraints associated- *Respondent factors, infrastructure factors etc.*

**Unit V: Challenges of conducting International Marketing Research** – Cultural Challenges – Language, Translation, Syntax, Cultural Norms, Time Zones, Foreign Holidays. Sampling Issues/ Sampling Frame – Native Interviewers, Questionnaire Length, Incentives. Measurement Issues – Equivalence of Scales & Measures, Market Research Infrastructure – Currency Fluctuations, Media Availability, Internet penetration, Quality Control, Data Collection Challenges, Legal Issues – Legal & Privacy restrictions – Examples of China, U.S.A, European Countries etc.

**International Sales Force Composite Estimates** -Personal observations and expectations of the local sales force , **Jury of Expert Opinion** - Opinions of different experts about future demand , **The Delphi Method** - Experts to estimate market performance; findings are aggregated, and experts are queried again, in light of aggregate responses , **Time Series and Econometric Models** - Use data of past performance to predict future market demand , **Analogy Methods** - Estimation method that relies on developments and findings in markets , **Point of Sale Research** - supported by Store scanners, Comprehensive store audits

## References

“**International Marketing Research**”, [C. Samuel Craig](#), [Susan P. Douglas](#), Wiley Publishing.

“**International Marketing Research**”, V. Kumar, Prentice Hall, 2000

## **MBA 3IB4 – INTERNATIONAL FINANCE**

**Objective:** *The objective of this course is to provide the students an overall view of the international financial system and how multinational corporations operate.*

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

### **References:**

1. International Financial Management, Kevin, Prentice Hall.
2. International Finance, Avdhani V.A., Himalaya Publishing House.
3. International Finance, Maurice D. Levi : McGraw Hill International.
4. International Finance, Keith Pilbeam, Macmillan.

## **MBA 3IB5 – GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

***Objectives:** The objective of the course is to enable the students to understand the global market force in supply chain. The course offers a general framework that explains the characteristics and concerns surrounding global supply chain management. At the end of this course, students should be able to analyze risks and advantages in supply chain.*

**Unit I: Introduction to Global Supply Chain** – Basic tasks of Supply Chain, What makes International Supply different, various international perspectives, The complexity of International environment, The new Corporate Model, International Business & Supply Chain – Patterns of Trade- Scope of International Trade, Principles of International Trade, Trade & Preference agreements, Participation in world Markets. The Global Corporation – Local Vs Integrated Organizations, The role of local subsidiary, Logistics issues of International Marketing, The issues of Pricing, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force, stages of International Development.

**Unit II: Structuring the Global Supply Chain** – Strategy & structure of Supply Chain, Factors within the Supply Chain – Economic, Geographic factors, Factors for change. The International influence – Production Factors, Operating Risks, Trade restrictions, Limits on Global Industries. Distribution & Production Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.

**Unit III: Transportation Systems for the European Markets** – The structure of transport industry in Europe - The scope of transport industry, Need for Infrastructure Investment, Transport – Road, Rail, Air, Combined, Water Transport, Transport and the Environment Issues

in international Supply Chain Management –International Versus Regional Product, Local autonomy versus control logistics –Importing and Exporting, Main forces, Barriers  
New types of transport Operators – Pan European companies, Mega Carriers, Sub Contractors, Niche Carriers , Third party Logistics – Forces driving third party Logistics, Modal Choice, Modal Analysis, Just in Time Transportation.

**Unit IV: Management, Organization and Information Systems** - The Global Supply Chain- Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force. Logistics Organizations – Traditional approaches, The Logistics Information System – Concepts, The Global Logistics Information Systems, The Structure of the Information System, Unisys’s World Wide Logistics Management System, EDI.

**Unit V: The Strategic role of Supply Chain** – The Corporate role of Logistics Strategy, The development of strategy – Organizational Networks, Partnerships & alliances The global economy & The Supply Chain. Green Supply Chain –Strategies - Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

## References

- Philip.B.Schary, tage Skjott-Larsen, Managing the Global Supply Chain , Viva Publishing.
- Sunil Chopra & Peter Meindl, SUPPLY CHAIN MANAGEMENT , PHI
- Donald J. Bouersox David J. closs, Logistical Management , Tata MC GRAWHILL
- Dr. R.P.Mohanty & Dr. S.G.Deshmukh ESSENTIALS OF SUPPLY CHAIN MANAGEMENT, Jaico Student Edition

## **MBA 3IB6 WORLD TRADE ORGANISATION AND INTELLECTUAL PROPERTY RIGHTS**

***Objective:** This subject will expose the student to the World Trade Organization and its influence on business worldwide and also to intellectual property rights that are fast becoming the order of the day. The study of intellectual property rights is inevitable for managers, considering the fact that India is fast emerging as an economy with considerable investment in cutting-edge research and development.*

**Unit 1: Historical perspective** – WIPO – international treaties – Paris and Berne conventions. Introduction to WTO, Objectives, Functions, Structure, Principles, Agreements – implications for International business, Progress made by WTO in the last one decade. Tariff and Non-tariff barriers - implications for WTO members. WTO – multilateral agreements - TRIPS – India and TRIPS – Issues and challenges – benefits - criticisms

**Unit II: Introduction to Intellectual Property Rights** -, Concepts of IPR - The economics behind development of IPR: Company perspective , International protection of IPR , Trademark Law and Geographical Indication Concept of trademarks , Importance of brands and the generation of “goodwill” , Trademark: A marketing tool, Trademark registration procedure , Infringement of trademarks and Remedies available Assignment and Licensing of Trademarks , Trademarks and domain names , Concept of Geographical Indication

**Unit III: Key forms of IPR** – patents – copyrights - trademarks – industrial designs – layout designs of ICs – geographical indications – trade secrets – plant varieties. Patent Law, Introduction to Patents, Procedure for obtaining a Patent, Licensing and Assignment of Patents, Software Licensing , General public Licensing, Compulsory Licensing, Infringement of Patents.

**Unit IV: Copyrights** - Concept of Copyright - Assignment of Copyrights, Registration procedure of Copyrights Infringement (piracy) of Copyrights and Remedies

Designs , Concept of Industrial Designs , Registration of Designs , Piracy of registered designs and remedies , IP Management , Concept of IP Management , Intellectual Property and Marketing , IP asset valuation

**Unit V: Impact of IPRs on developing countries in general and India in particular** – impact on agriculture – biopiracy - impact on pharmaceutical companies – public health programmes – SMEs Procedure for registering IPRs - role of government – Department of Industrial Policy and Promotion - major agencies for administering IPRs - enforcement mechanism – Intellectual Property Appellate Board

**References:**

1. Palle Krishna Rao, 'WTO text and cases' Excel Books
2. Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited

## **MBA 3IB7 - CROSS-CULTURAL MANAGEMENT**

*Objectives: To develop a cognitive framework to appreciate the impact of culture on managerial behavior and business processes and also to develop behavioral and cognitive skills to operate in the cultures of key countries .To make the student apply his /her understanding of cultural nuances to managerial / leadership effectiveness, interpersonal communication / negotiations, designing systems and structures, HR practices, etc.*

**Unit I: Understanding Culture** - Culture - Definition, Culture Vs Beliefs Vs Norms , Values – Personal Vs Professional Values, Core Values, Importance of Culture, Cultural differences among people and how people react, Measurement of cultural differences, Cultural Change , What does culture have to do with Business.

**Unit II: Comparing Conceptual Systems** - The West and the USSR , Social Systems – Definition, Assumptions underlying social systems, The Western Social System Vs The Stalinist Social System, Convergence of Capitalist and Socialist Societies, Mixed Economy, Path towards a mixed economy.

**Unit III: Lefebvre’s theory of Ethical Cognition – Its Implications**, The need for Knowledge to manage cultural interaction. Lawrence Kohlberg’s Theory of Moral Development – Parallel moral stages or types in various theories, Characteristics of three perspectives for U.S – Soviet Relations - The Historical anthropological perspective, The common concerns shared humanity perspective, The human & societal development perspective.

**Unit IV: Jaques’s Theory of Cognitive Functioning-** Shaping, Reflecting, Extrapolating, Parallel Processing, Szalay on measuring cultural distance. Progress-Prone and Progress-Resistant Cultures – Economic & Social Behaviour Views. Ruby Payne – Class Differences – Framework.. Social Development, Stages of Social Development, Dimensions of Change During Stages of Social Development .

**Unit V: Cultural Dimensions & Intellectual Movements** - Intellectual Movements – What they are with examples, – First & Second order Cybernetics, Creating intellectual movements.



Hofstede's Cultural Dimension, Trompenaars' dimensions, Kohl on Western and Non Western Cultures. Religion, Communism, and Science as Conceptual Systems.

The role of conceptual systems in controlling society, Religion Vs Science, How science and democracy are different from religion, Studies on National Culture.

## References

- Adler, Nancy. *International Dimensions of Organizational Behavior*. Southwestern, 2002.
- Tannen, Deborah. *You Just Don't Understand*. Ballantine, 1986.
- Trompenaars, Fons and C. H. Turner. *Riding the Waves of Culture*. McGraw-Hill, Second Edition, 1998.
- Gannon, Martin J. *Paradoxes of Culture and Globalization*. Sage Publications, 2008
- Kohlberg, Lawrence. *Essays on Moral Development: The Philosophy of Moral Development*. Volume 1, Harper and Row, 1981.
- Lawrence E. Harrison , *The Central Liberal Truth*.

## Fourth Semester

### **MBA 4IB1 - INTERNATIONAL MARKETING**

*Objective: This course enables the students to get basic knowledge of international marketing and thereby help them to look at marketing from a global perspective.*

**Unit I: Introduction to international marketing** - meaning, definition, nature, scope and importance of international marketing, scanning and monitoring of global marketing environment-physical, economic,socio-cultural,political and legal environments on international marketing, screening and selection of global market, international market entry strategies, factors influencing entry strategy, modes of entry, measures of import restriction and export promotion. International marketing control system, WTO, EXIM policy. Ecological concerns and international marketing ethics, forces restricting international marketing, challenges of international marketing.

**Unit II: International marketing research and product policy** - steps in international marketing research, international marketing planning, organizing, control-issues in international marketing research, international marketing organization system, international product mix-strategy, factors affecting product strategy, international marketing information system and data management.

**Unit III: Market segmentation and positioning** - developing global products, international product planning, major product and service decisions in international marketing, product standardization in international marketing, Segmentation and Positioning in International market, managing product line, international product life cycle, new product development in a global perspective.

**Unit IV: Pricing and channel strategy** - product and services –pricing for international markets, factors influencing international price discrimination; international pricing process and policies, delivery terms and currency for export price quotation-transfer pricing.

**Unit V: Distribution and promotion in international marketing** - international distribution decisions, distribution channel strategy –international distribution channels-roles and function, selection and management of overseas, agents,distribution,logistics,inventory management, transportation, warehousing, insurance: international promotion strategy, marketing mix,IMC-global advertising, global personnel selling, global sales promotion and publicity

#### References

1. Keegen, Warren and Mark Green: Global Marketing, Prentice Hall of India, New Delhi.
2. Cateora, Philip R, and John L Graham: International Marketing, Tata McGraw Hill, New Delhi 2005.
3. U C Mathur,Internatinal Marketing: Text and Cases, Sage India
4. R, Sreenivasan, International Marketing, Prentice Hall India.

## **MBA 4IB2 - LEGAL DIMENSIONS OF INTERNATIONAL BUSINESS**

*Objectives: In the present day globalization has radically re-shaped the markets and has tainted the way business is being done. Businesses have to keep pace with the customer's requirements by providing them with products and services meeting global standards. This course on International Business – Laws & Practices thus provides a comprehensive coverage of all the topics relevant to the subject on the assumption that having updated knowledge of international business laws and procedures becomes key requisite for management professionals today. Thus the course provides specialized knowledge in International business , law, procedure and practices.*

**Unit I: Introduction to International Business** – Definition, Nature and Scope. Globalization – Definition, Levels, Merits, Limitations and irreversibility of Globalization – Why businesses needs to go global - Internationalization Decisions (entry modes) – SEZ features- International Business Environment – Meaning of Environment – Dimensions of International Business, Internal Environment and External Environment – Tools for analysis - SWOT , PEST, STEEPLE, Benchmarking, Michael Porter's 5- Forces Model – Global Competitiveness Index.

**Unit II: Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI)** – Meaning and Characteristics – Role of MNEs in host economy – Trends in Global FDI – Trends in FDI with reference to India – Issues with MNEs - Taxation, Restrictive Trade Practices, Currency, Jurisdiction and Technology Transfer-**Foreign Trade Policy and Procedures** – Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities – EPZ/FTZ/100% EOUs – Quality Control for Exports – Export Prospects for Select Products and Services – INCO Terms-**International Commercial Arbitration**-Shipment and Post Shipment Finance – SEZ-Incentives and Benefits – Method of Realizing Export Payments and Ensuring Guaranteed Export Payment Central Excise Clearance Formalities – Customs Regulations and Clearance Formalities for Exports & Imports – Duty Draw Back Claims Procedure – Foreign Trade Financing - Export & Import – Foreign Exchange Risk Management – International Credit Management – Warehousing – Instruments of Trade Policy and India's Trade Policy

**Unit III: International Trade and Regional Economic Integration** – Theory - Mercantilism, absolute advantage and comparative advantage – Trends in Global Trade – Trends in India's Trade – Types of Regional Economic Integration - Free Trade Area, Custom Union, Common Market, Economic Union, Monetary Union and Political Union etc. – Trading Blocks- ASEAN,SAFTA,SAARC,NAFTA,EU-**Institutional Environment** – Pre WTO Scenario, difference between GATT and WTO – Trade Related Institutions - WTO and UNCTAD – WTO - Basic Principles, various agreements, Functions and Areas of Operations, Dispute Settlement Mechanism (rules and procedures) – IMF, IBRD, ADB – Commodity Agreements

**Unit IV: Anti-Dumping Duties** – WTO Provisions on Anti-Dumping-, Anti-Dumping Duties, Procedure and Developments – Regulatory Framework for Anti Dumping in India – Recent Anti Dumping Cases in India -**Subsidies and Countervailing Duties** – WTO Provisions – Administration – Procedure and Emerging Trends – Regulatory Framework for Subsidies & Countervailing duties in India – Doha Development Round.

**Unit V: Foreign Collaborations and Joint Ventures** – Foreign Direct Investment Policy, Industrial Policy – Kinds of Collaboration and Joint Ventures – Drafting of Agreement – Restrictive Clauses in the Foreign Collaboration/Joint Venture Agreements – International Commercial Arbitration-**Strategic Alliances** – Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment, Strategic Alliance Failures, Managing Strategic Alliances.

**Logistics Management** – Logistics Framework- Concept, Objective and Scope – Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication – Role of IT in Logistics, Logistics Service Firms and Third Party Logistics.

## References

- International Trade and Export Management by Francis Cherunilam , Himalaya publishing House.
- International Business by K Awasthappa, Mc Graw Hill
- Foreign Trade Policy and Handbook of Procedures by R.K.Jain (17th Edition 2012)
- Anti Dumping Law and Procedures by R.K.Gupta (4th Edition 2013)
- International Business – Justin Paul, PHI Publications
- A Guide to Export-Import Consultancy & Registration Services , V.K.Pamecha, Paper Back.
- Export Management, P.K.Khurana, Paper Back

## **MBA 4IB3 FOREIGN EXCHANGE MANAGEMENT**

**Objective:** *The objective of the course is to introduce macro level canvas of Foreign Exchange Management to the management students which will be relevant to their micro operations at the unit level management, which is further imperative in today's' international desks of any corporate manager.*

**Unit 1: Role of foreign trade in Indian Economy** - World Trade - trade liberalization under economic reforms - International Financial Markets - International Money and Capital Markets - Exchange Markets - Currency Markets - Euro Currency Market - Euro Bond Market - Euro Equity Market - Asian Currency Market - International Financial Centre in India.

**Unit II: Definition of Foreign Exchange** – Type of Foreign Exchange Markets and Transactions - Quoting Foreign Exchange Rates – Spread – Official and Free market Rates - Cross Rates, Forward Rates – Quoting Forward Rates. Foreign Exchange Rate - Determination of Exchange Rate - Spot and Forward Exchange Rates, Fixed Exchange Rate System- Gold Standard, Pegged Exchange Rate, Flexible Exchange Rates, Exchange Risk Management- Factors Affecting Exchange Rates, Types of Risk - Trade and Exchange Risk, Exchange Rate and Currency Risk, Arbitrage and Speculation, Purchasing Power Parity Theory and Interest Rate Parity Theory.

**Unit III: Organization of the Foreign Exchange Markets** – Currency Futures – Currency Options – Currency Swaps, Corporate Exposure Management – Alternative Definitions of Foreign Exchange Risk Exposure Information System - Alternative Strategies for Exposure Management.

Exposure Management Techniques – Organization of Exposure Management Function, Parameters and constraints on Exposure Management, Theory and Practice of Forecasting Exchange Rates.

Government Policy towards Portfolio Investments in India, Direct Foreign Investments, Risks in Foreign investments, Measurement and Management of Economic and Political Risk.

**Unit IV: Operations of Commercial and EXIM Bank Import Credits** - Export Credits, Export Credit Refinance, Foreign Exchange Transactions - FEMA Rules, Nostro, Vostro and Loro Accounts, Rate of Interest- Buying and Selling Rates, Types of Rates- Long Rates, Tel Quel Rates, Forward Rates, EXIM Bank - Organisation, Objectives, Functions, Incidental Functions, Operations.

**Unit V: Economic Fundamentals** – Financial and Socio-Economic Factors – Technical Analysis.

Tax Treatment of Foreign Exchange Gains and Losses – FEMA. International Financial Institutions International Bank of Reconstruction & Development, International Finance Corporation, International Development Association, Asian Development Bank, International Monetary Fund, International Monetary Crisis, International Monetary Reforms.

### **Reference**

Aliber, A. Z., Exchange Risk and Corporate International Finance, Macmillan, London,  
Bhalla, V. K., International Financial Management, Anmol, New Delhi.  
Luca Cornelius, Trading in the Global Currency Markets, NJ Prentice Hall.  
Shapiro, A. C., International Financial Management, Allyn and Bacon, Boston  
Sutton, W. H., Trading in Currency Options, New York Institute of Finance.  
International Finance, P.K Jain, Peyrard & Yadav, Macmillan  
International Financial Management, P G Apte , Tata Mcgraw Hill Publication  
International Financial management, Jeff Madura, Thomson Publication  
International Finance, Theory and Practice, V.A. Avadhani, Himalaya Publishing House  
International Finance: Theory into Practice, Piet Sercu, Princeton University Press  
International Finance, Maurice D. Levi, Taylor & Francis Group  
International Financial Management, Beka ret & Robert, PHI

## **MBA 4IB4 - VIRTUAL ENTERPRISE MANAGEMENT**

**Objectives:** *This course focuses upon the problems and challenges of managing individuals, groups, and organizations in a virtual or distributed environment. Virtual means that work is accomplished by interdependent people performing at different time or places, or across organizations. This course addresses current topics associated with the new forms of organizing that new technology and accompanying strategic changes promote. The student will examine online business models, sources of competitive advantage in ecommerce, and techniques for evaluating opportunities. In this context, the student will also investigate the ways in which virtual organizations differ from conventional organizations and how to create virtual alliances.*

**Unit I: Virtual Enterprise Management** - Virtual Enterprise Meaning, Definition, Characteristics, Scope and Importance, Different types of V.O's – Internal V.O, Stable V.O, Dynamic V.O, Collaborative Networked Organization (CNO), The CNO Life Cycle – Creation, Operation, Evolution, Metamorphosis, Virtual Enterprises – Advantages and Drawbacks. Virtual Organizations at the Private & Public levels at national/international levels.

**Unit II: Technologies for the Virtual Enterprise** - Classification of new technologies - Knowledge Management, ERP, Work Management, Business Process – Work Flow, Work flow management system. Technical and Managerial Issues surrounding Virtual Organisations, Cloud Infrastructure Virtualisation – Hardware Vs Software Virtualisation, Mell & Grance Cloud service delivery model, Virtual Private Network (VPN), Cloud computing basic concepts– advantages and disadvantages.

**Unit III: Regulating Virtual Enterprises** - Venture Capital – Definition, VC Financing Process, V.C, Investment Process, , VC institutions in India, Business Plan – Importance, Devising a business plan, Feasibility Study, Components in Feasibility study, Marketing, Operational and Financial Plans. Virtual Enterprises and emerging HR trend, Characteristics of Virtual enterprises; Emerging HR issues in virtual enterprises; Career Dynamics; Role of HR in Virtual Enterprises; Virtual teams Vs Traditional teams, Main HR issues in Virtual Organizations, Challenges of Virtual Organizations.

**Unit IV: Web based Business Models – Merchant Model** – selling products wholesale and retail through the Web, e-tailing (Amazon.com,Dell.com,IBM.com), **Brokerage-Auction** – bringing buyers and sellers together to make transactions (CashDirect.com,Freemarkets.com), **Advertising** – providing information or services while generating revenue from advertising (Yahoo.com), Subscription – selling access to the site (Wall Street Journal, Harvard Business Review), **Infomediary** – collecting information on users and selling to other business (ePinions.com), **Community** – supporting site by donations from community of users (National Public Radio Online),

**Unit V: Virtual Enterprises in Reality** – Examples from Wholesale, Retail, Publishing, Tourism, Consulting, Banking & Finance, Cosmetics & Fashion,. Electronics & Advertising-Joint Venture, Contractual Joint Ventures, and Legal issues facing Virtual Enterprises – External Vs Internal.

**References:**

Managing Risk in Virtual Enterprise Networks: Implementing Supply Chain Principles (Premier Reference Source) March 1, 2010 Stavros Ponis

E- business and Virtual Enterprises – Managing Business to Business Co-operation, Camarinha – Matos, Luis M. Afsarmanesh, Hamideh, Rabelo



## **MBA 4IB5 - IT IN GLOBAL BUSINESS**

***Objectives:** The aim of this course is to introduce the student to the evolution, role, function and impact of Information Technology (IT) and Information Systems (IS) in international business operations. It will develop the students' ability to identify sources of information and how these can be used in the decision-making process by leveraging IT and networking. This course requires the students to develop practical applications ability and knowledge as well as the ability to recommend how IS and IT should be used in global business. Students will also demonstrate their understanding of fundamental business issues of the Information Age Enterprise through in-class discussion of real-world business cases.*

**Unit I: Information Technology in Management** - Fundamentals of Information Technology in Management - Organizations, Environments, IT & IS, E-business/E-commerce in global scenario - Role in transforming business and management in organizations with focus on IB, Use of communication systems in information management, Technological environment of Business – International.

**Unit II: Information Systems within Business Management** - Introduction to common Used System and Models - Relationship between IS, organizations and business processes, Types of IS (TPS, OAS, MIS, DSS, ESS and SIS), Information management and decision making, Managing international Information systems-Functional Management Information Systems - Production information system, Marketing information system, Accounting Information System, Financial Information System, Personnel Information System. Interrelationship of Functional Management Information Systems.

**Unit III: Managerial implications of IT/IS in Global business** - Planning, Organizing and controlling, Information Security, Tools and techniques, Legal and Ethical issues, Future of Information management. Formation of Technology partnering Alliances & its Impact.-  
**Technology Trend:** Organizing, Categorizing, and simplifying the world's information – the impact of social media in Business – its pros and cons.

#### **Unit IV: Information Technology ACT & Cyber Security - Introduction to Information**

Technology Act, 2000, Object, Scope, Scheme of The Act; Relevancy With Other Laws. Digital Signature: Technical Issues & Legal Issues; Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India. Concept of Cyber Crime and the IT Act, 2000 • Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [ Penalty under the IT Act ]; Cyber Crimes : Legal Issues [ Offences under the IT Act ]; Cyber Crimes : Legal Issues [Offences under IPC ]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication. Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations. Cases.

**Unit V: I.T Audit tools and Its Management - Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic. Cases.managing IT audits- Establish a career development and planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private Industry Management consultancy.**

#### **References**

- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
- Sandra Senft & Fredrick “Information Technology Control and Audit “ CRC Press, 2012.
- Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5th edition, pearson, 2013.
- Jawadekar, MIS Text and Cases, TMH, 2012
- Steven Alter, Information Systems – A Management Perspective Addison Wesley 1999.
- James A O’Brein Management Information System Tata Mcgraw Hill New Delhi, 1999.
- Kenneth C. Laudon and Jane Price Laudon Management Information Systems – Managing the digital firm, Pearson Education, Asia 2002 PHI.
- Gordon B. Davis Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill 1974.

- Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
- Ralph M. Stair and George W. Reynolds, Principles of Information Systems – A Managerial Approach, Thomson Learning 2001.
- Kendall & Kendall Systems Analysis and Design Prentice Hall of India fifth edition, New Delhi.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.

**Logistics and Supply Chain Management**  
**Third Semester**

**MBA 3LS1 - SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

*Objective: This course will equip the students with basic understanding of logistics and supply chain management and its application in business*

**Unit I: Logistics** - The Logistics of Business- Logistical Value Proposition- importance of logistics management for whole-of-life costs control and capital procurement process-Supply Chain Synchronization- Principles, Participants of Transportation function, its Economics, Pricing, Documentation- concepts- Reverse logistics, Integrated Logistic Support (ILS), Computer-aided Acquisition and Life-Cycle Support (CALIS)

**Unit II: Supply Chain Management (SCM)** - Concept of SCM- Components- Features- Strategic issues in SCM, The Supply Chain Metrics, SC drivers-Customer focus in SCM , Demand planning, Purchase Planning- Make or Buy decision- indigenous and global sourcing, Development and Management of suppliers- Cost management- Negotiating for purchasing and subcontracting- Purchase insurance.

**Unit III: Manufacturing Scheduling and Strategic Warehousing** - Manufacturing flow system- Work flow automation- Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

**Unit IV: Information Technology and SCM** - Information System Functionality- Comprehensive Information System Integration- Communication Technology- Rationale for ERP Implementation- ERP System Design- Supply Chain Information System Design- Enterprise Facility Network- Warehouse requirements- Total Cost Integration- Formulating Logistical Strategy

**Unit V: International Logistics and Supply Chain Management** - Meaning and objectives, importance in global economy, Characteristics of global supply chains- Global Supply Chain Integration- Supply Chain Security- International Sourcing- Role of Government in controlling international trade and its impact on Logistics and Supply Chain.

**References**

1. Bowersox, Closs, Cooper, *Supply Chain Logistics Management*, McGraw Hill.
2. Donald J Bowersox, David J Closs, *Logistical Management (The integrated Supply Chain Process)*, TMH
3. Sunil Chopra, Peter Meindl, *Supply Chain Management (Strategy, Planning and Operation)*, Pearson Education, India.
4. Burt, Dobbler, Starling, *World Class Supply Management*, TMH.

## MBA 3LS2 – FACILITIES AND LOCATIONS MANAGEMENT

*Objective: To develop an understanding of the principles of facilities location and layout design, and material handling systems. The course will try to provide a balanced exposure to available methodologies in facilities location, layout, and materials handling with a practical emphasis on issues that are difficult to capture on quantitative models but are important to consider*

**Unit I: Basics of Facilities Location Selection** – basic concepts, importance of site selection for facilities, factors affecting site selection - objective and subjective factors, considerations in site selection, different types of facilities layout – product, process, combination, fixed, and cellular layouts – comparison of layouts and the factors affecting the layout decisions

**Unit II: Location Selection Schemes and Layout Schemes** – methods to select location for single facility problems and multiple facility problems - tools to analyse the flow requirements in a facility, systematic layout planning – examples, assembly lines, line balancing methods

**Unit III: Design of Auxiliary Service Spaces** – receiving and shipping, storage, aisles, warehousing and employee services – office layout techniques and space requirements, environmental aspects like lighting, ventilation, dust control, humidity - different types of plant services like steam, compressed air etc.

**Unit IV: Materials Handling System and Equipment** – principles, materials handling in plants, stores, and warehouses, receiving and dispatch area – choice of material handling equipment – cost control in material handling - automatic guided vehicles – basic concept, design and operational control of an AVG system

**Unit V: Elements of Industrial Safety** – health hazards and health standards, NIOSH guidelines and health standards - accidents – causes and prevention of accidents, safety measures and standards, fire and fire fighting equipment, heat stress and prevention, pollution and environmental considerations, occupational safety and health norms

### References

- 1 Facilities Planning, Tompkins and White, 4<sup>th</sup> ed, Wiley, 2013
- 2 Facility Layout and Location: An Analytical Approach, 2<sup>nd</sup> ed, Francis McGinnis, and White, Prentice Hall, Englewood Cliffs, New Jersey, 1992
- 3 Manufacturing Facilities Design and Materials Handling, 2<sup>nd</sup> ed, Mathew P. Stephens, Fred E. Meyers, Purdue University Press 2013
- 4 Plant Layout and Materials Handling, 2<sup>nd</sup> ed, S. C. Sharma, Khanna Publishers
- 5 Plant Layout and Materials Handling – James A. Apple, e-book

## **MBA 3LS3 - SUPPLY CHAIN RISK MODELING AND MANAGEMENT**

***Objectives:** As the nature of supply chains evolves with increasing globalization, consolidation and just in time inventories, the amount of risk continues to increase. This course enables the students to get an insight on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems.*

**Unit I: Supply Chain Management - Integrated Planning & Models** - Fundamentals of SCM, Supply Chain Networks, Integrated Supply Chain Planning, Objectives of SCM, Supply Chain Models & modeling Systems – An Overview, Developments in ERP Systems & E Commerce, Comparison of Transaction IT & Analytical I.T, Hierarchy of supply Chain Systems.

**Supply Chain Decision Databases** – Data Aggregations, Facility Data, Transportation Network data, Supplier Data – Vendor Costs & Constraints, Role of Management Accounting, Demand Forecasting, Strategic Analysis of Logistics Supply Chains – Electronics, Manufacturing etc. Integrating Supply Chain & Demand Management, Price & location Sensitive Revenue Curves,

**Unit II: Fundamentals of Optimization Models** – Linear programming Modelling – Examples , Resource Allocation Model, Infeasible & Unbounded Models, Spreadsheet Optimization, Multiperiod Resource Allocation Model, Network Models., Properties of Linear Programming Models, Interpreting an optimal Linear programming Solution , Dual Linear Programming Model, Parametric 7 Sensitivity Analysis., Multiple Objective Optimization, Stochastic Programming. Mixed Integer Programming Modelling, Distribution Centre Location Models, Supply Chain Network Optimization Models, Optimization Software, Unified optimization methodology for Operational Planning Problems.

**Unit III: Optimization Models** for Competitive Analysis, Scenario Planning, Decision trees & Stochastic Programming, Supply Chain Strategies for managing Product Variety. Simulation Models & Systems – Deterministic Simulation, Monte Carlo Simulation, Simulation Software, Simulation Vs Optimization, Inventory Theory Models – Deterministic Models, Probabilistic Models, ABC Classification, Inventory Management in Manufacturing & Distribution Supply Chains, I.T as a competitive advantage, Exploitative Versus Exploratory I.T Developments, Business process redesign & I.T

**Unit IV: Risk and Management** - Risk in the Supply Chain, Features of Risk, Decisions & Risk, Structure of Decisions, Decisions with uncertainty, Decisions with Risk, Decisions with ignorance, Managing Risk Structure of a Supply Chain, Aims of Supply Chain Management, Activities of Logistics, Risk in the Supply Chain. **Trends affecting the supply chain** – Increasing Risk, Trends in Supply Chain Management, Integration of supply Chains, Cost Reduction, Agile logistics, E – Business, Globalization , Outsourcing, Changing practices in Logistics. **Approaches to Risk Management** – Definition, Development of Risk Management, Supply Chain Risk Management, Aims of SCRM, Steps in Risk Management, Principles of SCRM.

**Unit V: Identifying Risks** – Types of Risks, Tools for analyzing past events, tools to analyse Operations, Problems with Risk Identification, Measuring Risk, Consequences of Risk, **Responding to Risk** – Alternative responses, Defining Options, Choosing the best response, Implementation & Activation, **A Network view of Risk** – Shared Risks, Achieving an Integrated approach, Analyzing & responding to risks, Problems with integrating SCRM, Levels of SCRM Integration, **Resilient Supply Chain** – Design, Principles of Deigning, Physical Features, **Business Continuity Management** – Use of BCM, Steps in BCM.

## References

- Gregory L. Schlegel , Robert J. Trent Supply Chain Risk Management: An Emerging Discipline (Resource Management) Hardcover – Import, 3 Nov 2014.
- Donald Waters – Supply Chain Risk Management, Published by the Chartered Institute of Logistics & Transport, U.K
- Jeremy F.Shapiro, Modelling the Supply Chain, Duxbury.

## **MBA 3LS4 – REVERSE SUPPLY CHAIN MANAGEMENT**

**Objectives:** *This course aims to expose the students to the recent developments in the supply chain operations because of the increased pressure from the government and public to take back the used products at the end of the life of the products. It also introduces the students to the options of value recovery from a used product at the end of its useful life and the benefits the firm and society achieve because of these legislations.*

**Unit I:** Definitions of: supply chain, value chain, inbound logistics, outbound logistics, value recovery, refurbish, reuse, recycle, re-manufacture. Expansion of supply chains to closed Loop supply chain systems - frameworks, cases of printing and automotive Industry, integrating spent Products' Material into Supply Chains, end-of-life product quality.

**Unit II:** Product recovery options in reverse supply chains, models of reverse logistics and value recovery, recycling of end-of-life products, reusable products, product properties desirable for re-manufacturing. Design considerations for re-manufacturing options. Legal obligations of OEMs.

**Unit III:** Closing the loop at different points, role third party in reverse supply chains, different alternatives for closing the loop, partnership of OEM and third party players, supply chain options for used products.

**Unit IV:** Networks in Reverse Logistics, issues and challenges in reverse supply chains, role of third party players in reverse logistics, governance structures of reverse networks. Reuse options in practice and cases from used papers, beer bottles, tires, automobile, carpets, shoes, etc.

**Unit V:** Inventory Management in closed loop supply chains, inventory models in closed loop systems, considerations in inventory management in closed loop supply chains. Overview of the inventory models available for reverse supply chains.

### **References**

- *Supply Chain Management and Reverse Logistics, Editors: Harald Dyckhoff, Richard Lackes, Joachim Reese (Eds.), Springer (India) Private Limited 2004*
- *Specifications of Quality Management in Reverse Logistics: A Broad Look on Quality Issues and Their Interaction with Closed-Loop Supply Chains, Nikolaidis, Springer London, 2012*
- *Remanufacturing as a Supply Chain Strategy: Business Models and Case Studies, Martin Pinar, Vdm Verlag, 2010*
- *Supply Chain Management: Text and Cases, Vinod V. Sople, 2012. Dorling Kindersly (India) Pvt. Ltd.*



## **MBA 3LS5 - GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

***Objectives:** The objective of the course is to enable the students to understand the global market force in supply chain. The course offers a general framework that explains the characteristics and concerns surrounding global supply chain management. At the end of this course, students should be able to analyze risks and advantages in supply chain.*

**Unit I: Introduction to Global Supply Chain** – Basic tasks of Supply Chain, What makes International Supply different, various international perspectives, The complexity of International environment, The new Corporate Model, International Business & Supply Chain – Patterns of Trade- Scope of International Trade, Principles of International Trade, Trade & Preference agreements, Participation in world Markets. The Global Corporation – Local Vs Integrated Organizations, The role of local subsidiary, Logistics issues of International Marketing, The issues of Pricing, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force, stages of International Development.

**Unit II: Structuring the Global Supply Chain** – Strategy & structure of Supply Chain, Factors within the Supply Chain – Economic, Geographic factors, Factors for change. The International influence – Production Factors, Operating Risks, Trade restrictions, Limits on Global Industries. Distribution & Production Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.

**Unit III: Transportation Systems for the European Markets** – The structure of transport industry in Europe - The scope of transport industry, Need for Infrastructure Investment, Transport – Road, Rail, Air, Combined, Water Transport, Transport & the Environment Issues in international Supply Chain Management –International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers

New types of transport Operators – Pan European companies, Mega Carriers, Sub Contractors, Niche Carriers , Third party Logistics – Forces driving third party Logistics, Modal Choice, Modal Analysis, Just in Time Transportation.

**Unit IV: Management, Organization and Information Systems** - The Global Supply Chain- Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force. Logistics Organizations – Traditional approaches, The Logistics Information System – Concepts, The Global Logistics Information Systems, The Structure of the Information System, Unisys’s World Wide Logistics Management System, EDI.

**Unit V: The Strategic role of Supply Chain** – The Corporate role of Logistics Strategy, The development of strategy – Organizational Networks, Partnerships & alliances The global economy & The Supply Chain. Green Supply Chain –Strategies - Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

## References

- Philip.B.Schary, tage Skjott-Larsen, Managing the Global Supply Chain, Viva Publishing.
- Sunil Chopra & Peter Meindl, Supply Chain Management, PHI
- Donald J. Bowersox David J. Closs, Logistics Management, Tata McGraw Hill
- Dr. R.P.Mohanty & Dr. S.G.Deshmukh, Essentials of Supply Chain Management, Jaico Student Edition

## **MBA 3LS6 KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS**

*Objective: The course seeks to expose the students to the intricacies of knowledge management in modern day organisations*

**Unit I: Knowledge Management** - Definition, definitions of terms: data, information, knowledge, data to knowledge journey, types of knowledge: Tacit Knowledge and explicit knowledge, interaction between types of knowledge, uses of knowledge, definitions of knowledge management, history of knowledge management, evolution of KM, aspects and pillars of KM. Supply chain practices and knowledge creation, uses and importance of supply chain knowledge. Cases in supply chain knowledge creation.

**Unit II: Knowledge Economy** - knowledge-centric organization, Knowledge Creation and capture, content management, indexing, knowledge sharing, Knowledge Architecture, Knowledge Management Framework, tools of KM, the KM cycle, communities of practice, comparisons, characteristics. Value of supply chain knowledge, knowledge capture in supply chains, types of supply chain knowledge, uses of supply chain knowledge.

**Unit III: Supply Chain Information Generation and Storage** - retrieval of SC knowledge, knowledge dissemination, automation in data collection and information creation, documents and portals for knowledge sharing, initiatives in SC knowledge sharing, case studies in use of enterprise portals in SC.

**Unit IV: Information Creation and Implementation of KM** - Collaboration tool, different forms of collaboration tool, challenges in SC collaboration, communities of practice of collaboration tools, implementation tools, framework to implement KM: enablers, levers, and foundations. SC practices and framework requirements, compatibility issues, challenges of KM implementation in SC. Cases and examples of SC knowledge creation and management.

**Unit V: SC Knowledge Management Initiatives of Leading Organizations** - KM Strategy framework, strategic issues in KM implementation, knowledge mapping examples, successful KM strategy examples, examples of KM failures. Value creation in supply networks and overseas operations by KM, cross-functional knowledge creation and KM implementation. Case discussions.

## References:

1. Knowledge Management in Organizations, D. Hislop, Oxford University Press; 2<sup>nd</sup> Ed., 2009
2. Introduction to Knowledge Management, Filemon A.Uriarte, Jr., ASEAN Foundation, Jakarta
3. Leading With Knowledge: Knowledge Management Practices in Global Infotech Companies, Rao, McGraw-Hill Professional, 2003
4. Designing Knowledge Management Architecture: How to Implement Successful Knowledge Management, Archana Shukla and R Srinivasan, SAGE Publications Pvt. Ltd., 2002
5. Knowledge Management, Awad Elias M., Ghaziri Hassan M., PHI, 2<sup>nd</sup> Ed., 2011
6. Knowledge Management Case Book, 2<sup>nd</sup> Ed., Thomas H. Davenport and Gilbert J. B. Probst, John Wiley & Sons, 2002
7. Managing Supply Chain: A logistics Approach, John J. Coyle, C. John Langley, Robert A. Novack, Brian J. Gibson, Cengage, 9<sup>th</sup> Ed., 2013

## **MBA 3LS7 - INTERNAL LOGISTICS AND MATERIALS HANDLING**

**Objectives:** *This course will provide an introduction to the basic concepts and practices in material handling and internal logistics. It gives a comprehensive coverage of both traditional and contemporary topics in internal logistics and material handling. Also investigates the techniques to design and examine warehouses, material handling systems and internal transportation systems.*

**Unit I: Introduction to Logistics:** Logistics mission, Logistics management, Internal Logistics, Transport logistics, Integrated logistics, Intra-logistics, Logistics services, operating objectives, Barriers to internal integration, logistics performance cycles.

**Unit II: Warehouse Design and Storage:** Warehouse Layout design, the concept of honeycomb loss in goods stacking, method of assigning dedicated storages; Quantitative flow balance analysis. Influence of warehouse design in internal logistics and material handling,

**Unit III: Loading Systems:** Dock levelers, Loading ramps, platforms and bridges, loading equipment, bulk material containers, mixed cargo, pallets, bins and containers. Loading system from loading bay to storage, from storage to production, around production, from production to storage, and from storage to loading bay.

**Unit IV: Mechanical Handling Equipments:** Cranes, tower cranes, lifting equipment, series lifting equipment, lifting platforms, continuous mechanical handling equipment, monorail conveyors, belt, chain and overhead conveyors. Industrial trucks, fork lift trucks, accessories, driverless transport systems, storage and retrieval equipment for shelves and racks, manual trolleys, Lifts, elevators, escalators, moving pavements, cable cars and accessories.

**Unit V: Storage Equipment and Automated Systems:** Pallet racks, mobile shelf units, and plastic, wood and steel containers. Semi-automatic handling systems, Automated guide vehicles (AGVs), Automated storage and retrieval systems (ASRS), conveying systems and product sortation equipment. Mobile workstations to replace the more traditional conveyor system. Identification technology, AUTO ID systems, sensor for intra and internal logistics.

### **References:**

1. *Stephens, MP & Meyers, FE 2010, Manufacturing Facilities Design and Material Handling, 4<sup>th</sup> edn, Boston: Pearson Prentice Hall*
2. *Nyhuis, P 2009, Fundamentals of Production Logistics: Theory, Tools and Applications, Berlin: Springer*
3. *Sule, D R 2009, Manufacturing Facilities: Location, Planning, and Design, 3<sup>rd</sup> edn, Boca Raton: CRC Press*
4. *Chase, RB, Jacobs, FR & Aquilano, NJ 2006, Operations Management for Competitive Advantage, 11<sup>th</sup> edn, Irwin, New York: McGraw-Hill*

## Fourth Semester

### MBA 4LS1 – GREEN LOGISTICS AND SUPPLY CHAINS

**Objective:** *The aim of this course is to make the students aware of the impacts of business on the environment and how these can be tackled through green design and green products and by adopting green practices in supply chain management.*

**Unit I:** Concepts of supply chains, sustainability of business and environment, impacts of business in environment, concepts and development of Green Supply Chain Management, Evolution of GSCM from SCM, Impact of GSCM on Industry, need for greening of supply chains, benefits of green supply chains, social impacts of green supply chains, comparison of traditional and green supply chains.

**Unit II:** Green Design, Green Design Guidelines, green materials and processes, Product Recovery at the End-of-Life, product recovery options, the 12 Principles of Green Engineering, design for re-manufacturing, Design for Disassembly Index, social impacts of product return initiatives. Examples of take back drive by OEMs. Drivers of green supply chain initiatives.

**Unit III:** Regulatory requirements of re-manufacturing, take back obligations of manufacturers, initiatives by the European Union and the USA, WEEE and RoHS Directives, rules related to product return, reverse logistics, life cycle assessment, and design for environment in the context of supply chains.

**Unit IV:** Green products and procurements, vendor evaluation, selection procedures, green production, re-manufacturing integration in traditional systems, closed loop supply chains, inventory management concepts in re-manufacturing systems, network design for product returns, end-of-life product return strategies, value recovery from returned products,

**Unit V:** Sustainability of supply chains, environmental concerns and green practices as a supply chain requirement, Indian initiatives in green practices, closed-loop supply chain examples in Indian context, scope of sustainability in manufacturing by green practices in India.

#### References

- Hsiao-Fan Wang, Surendra M. Gupta, 2011, Green Supply Chain Management: Product Life Cycle Approach, McGraw-Hill Education: New York
- Andrea Larson, 2012, Entrepreneurship and Sustainability (v. 1.0) , Creative commons (e-book)
- [Stuart Emmett](#), Vivek Sood, 2010, Green Supply Chains: An Action Manifesto, Wiley International

- Wolfgang Kersten, Thorsten Blecker, Christian M. Ringle, 2013, Sustainability and Collaboration in Supply Chain Management: A Comprehensive Insight into Current Management Approaches, Josef Eul Verlag GmbH

## **MBA 4LS2 - RETAIL SUPPLY CHAIN MANAGEMENT**

**Objectives:** *This course introduces the basic concepts of Retail Supply Chain. The course enables the students to Learn Supply Chain, Retail Pricing and Product, Distribution, Logistics, Assortment & Space Management in Retail. It helps to develop globally competitive graduates for leadership positions in Operations Management with thorough knowledge in branding, successful service, logistics, procurement and manufacturing and service operations management. At the end of the course the students will learn how to manage the supply chain of different retail formats.*

**Unit I: Supply Chain Management** - Evolution, Present need, Concept, Significance, Elements: Order processing, material handling, warehousing, inventory management, Reverse Logistics, Vendor evaluation, Supplier Service Policy (SSP), Purchase order processing (POP), Transportation and Distribution Management – Optimization, Network Design, Shipment Planning, Container Fleet Management, Warehouse Operations. Demand management, Operations management, Procurement management, Logistics management, Role of IT in supply chain management, Performance measurement and controls in supply chain management.

**Unit II: Introducing Retail Supply Chain** - Objectives of retail in Supply Chain - How Retail Supply Chain differs from Manufacturing Supply Chain, Retail Supply Chain Management as a subset of Retail Management, Retail supply chain elements, Strategic, tactical, Operational & Execution view of retail Supply Chains, Examples of retail in SCM, Need of SCM in Retail.

Category Management and Merchandise Budgeting – Category Management - Definition, Category Management Process, Enabling components of category Management, Category Captain, Merchandising – Definition, Benefits, Merchandise Types, Merchandise Hierarchy, Merchandise Forecasting – Methods, Merchandise Budgeting , Open to Buy Control. Planning merchandise, buying merchandise, pricing decision for merchandise. Retail Communication Mix: Developing brands and building customer loyalty, Promotion strategy, planning a retail promotion strategy. Store Management: Managing the store, Store layout, Design and visual merchandising. Assortment Management – Assortment Management Framework, Objectives, Assortment Selection, Space Management – Issues , Concepts of Planograms. Retail Pricing Challenges, Managing retail promotions, Managing Retail Markdowns, Promotion management maturity Models, Retail Product Life Cycle Management – Product design, Private Labels, Retail Packaging, Shelf Ready Packaging, Green Design & Packaging



**Unit III: Managing Retail Logistics** - Retail Distribution, Retail Replenishment, Direct Store Delivery (DSD), Managing Retail Home Delivery, Measures for Retail Distribution & Replenishment. Retail Logistics – Retail Transport, Retail Warehousing, Contemporary issues in Retail Logistics, Green Retailing.

**Unit IV: Managing Retail Stakeholder Relationships** – Retail Sourcing, Merchandise Procurement, Global Sourcing, Green Sourcing, Sourcing measures, Retail sourcing trends. Retail CRM – Customer service, Order Management, Multi Channel Retailing - Retail return & Reverse Logistics, Retail Loyalty Programmes, Retail Kiosk, Measures of Retail CRM.

Role of I.T in retailing - Role of data and information technology in assortment, role of it in space management, IT for Managing price, Promotion, and Markdown, IT for retail product life cycle management, IT for retail distribution & replenishment, Green Information Technology, IT for sourcing

**Unit V: Category and Format Specific Supply Chain Issues** – Food & Grocery Retailing Supply Chain – Managing the Cold Chain, Fresh Fruit & Vegetable supply chain, Food & Grocery supply Chain, Dairy Retailing, Live Stock & poultry retailing.

Apparel & footwear Retailing Supply Chain – Understanding the segment, characteristics, Apparel retailing in India, Managing footwear retailing Supply Chain Efficiently.

Other Category Retailing Supply Chain - Jewellery, Home Furnishing, Health & beauty, Pharma, Books & Music.

Managing Supply Chains of Different Retail Formats – Classification of Retailers, B2C Retail chain Formats, B2B cash & Carry Formats, Rural Retail Formats, Airport Retailing, Cooperative Stores, Non Store based Retail Formats, E Tailing, Service Retailing, , Retailing of Financial Products & retail Banking.

## **References**

1. Levy Weitz, Retailing Management, Tata McGraw Hill, New Delhi.
2. Barry Berman & Joel R Evans, Retail Management, PHI, New Delhi.
3. Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi.
4. Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI, New Delhi.
5. Ray Rajesh, Supply Chain Management for Retailing, McGrawHill.

## **MBA 4LS3 – THIRD PARTY LOGISTICS AND FOURTH PARTY LOGISTICS**

**Objectives:** *This course will provide an introduction to logistics out sourcing. It gives a comprehensive coverage of 3PL, 4PL, total logistics concept, logistics contracts and process and logistics network modeling and advanced concepts like 5PL, 6PL, 7PL etc.*

**Unit I: Introduction to Logistics Outsourcing** - BPO (Business Process Outsourcing), LSP (Logistics Service provider), 3PL (Third-Party Logistics), LLP (Lead Logistics Provider), 4PL (Fourth-Party Logistics), Evolution of 3PL and 4PL. Differences between 3PL and 4PL, Case studies of 3PL and 4PL providers, Advantages and risks involved in logistics outsourcing. Collaboration between 3PL and 4PL.

**Unit II: Types of 3PL Providers** - Reasons to use a 3PL Provider -Benefits of Third Party Logistics Companies. 3PL Business Practice - Operational and Technological issues of 3PL providers. Managing the 3PL relationship- Monitoring a 3PL process- Decision making in 3PL/4PL

**Unit III: 4PL and Total Logistics Concept** - Transformation of 3PL to 4PL. Planning for 4PL - Benefits of Fourth Party Logistics Companies. Total Logistics - Financial impact of logistics - Logistics design strategy- Logistics organizational structures - Organizational integration - Logistics costing.

**Unit IV: Logistics Contracts and Process** - Bailment and licenses- Introduction to agents and principles - Standard conditions -International conventions- Logistics risks and insurance- Determining contractual capacity- Tender process for fixing logistics Providers- Logistics processes- Logistics process types and categories-- Approach to process design- Tools and techniques.

**Unit V: Logistics Network Modeling and Advancements** - Logistics modeling in 3PL and 4PL Reverse logistics in 3PL / 4PL- Selection of 3PL / 4PL- Logistics outsourcing in SMEs- Resilient logistics - 5PL, 6PL and 7PL concepts.

### **References**

1. *Third party logistics: a literature review and research agenda* - By Konstantinos Selviaridis, Department of Management Science, Lancaster University Management School, Lancaster, UK & Martin Spring,
2. *Outsourced Logistics: 4Ward Momentum* - By Joseph O'Reilly
3. *Outsourcing - 3PL / 4PL Challenges* , Industry 2.0 Conference – By Arif A. Siddiqui General Manager -
4. Davies, G., 1981. *The Role of export and Freight Forwarder in the United Kingdom*, *Journal of International Business Studies*,
5. Lemoine, W., Dagnaes, L., 2002. *Globalization and networking organization of European Freight Forwarding and Logistic providers*,

## **MBA 4LS4 PROCUREMENT AND MATERIALS MANAGEMENT**

***Objective:** Procurement has come to stay as one of the most important functions of Materials Management. The objective of the course is to provide the students with knowledge on an integrated approach to Procurement & Materials Management within the Indian Context and also to keep abreast of the changes and emerging trends in the field of Materials Management.*

**Unit I: Introduction to Purchasing Management** - Responsibilities of Purchase Department – Purchase Cycle – Purchase Order – Relevant positions of State / Central Sales Tax Act, Central Excise Act and Import/Export Procedures, Role of Purchasing Manager

**Creative Purchasing** – It's Importance, Goals of purchasing, Negotiation, Purchase Budget, Bill Market Scheme.

**Purchasing Under Uncertainty** – Classification of Decision problems, Uncertainty Situations, Principles of Rationality, Principle of Mini-max, Principle of Maxi-max, Principle of Optimum, Principle of Regret.

**Unit II: Purchase systems – Introduction** - Pre purchase systems, Ordering System, Post Purchase system, Special purchasing systems. Purchasing under fluctuating Prices, Conservative & Hand Sight Policy, Determining the optimal buying strategy.

**International Purchasing**-Procedures and Documentation; Purchasing of Capital Equipment – Appraisal Methods, Evaluating Suppliers Efficiency, Stores Layout, Classification and Codification; Legal Aspects of Purchasing, Public Purchasing and Tendering.

**Unit III: Materials Management Introduction** - Evolution, Scope and Objectives - Interface with other functions. Scope of Profitability through MM - Primary and secondary objectives of MM.

**Forecasting** - Methods of forecasting - Moving Average Method, Regression Analysis, Exponential Smoothing Method

**Inventory** - Types of Inventory - Need of Inventory - Costs associated with Inventory - Basic EOQ Model - EOQ with discounts - Classification of material - ABC Analysis - VED, FSN, GOLF, SOS.

**Unit IV: Material Logistics** – Warehousing Management, Material handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials Information System

**Material Requirement Planning** – Advantages over conventional planning (Order Point Method)- Master Production Schedule – Bill of Materials – Material flow in MRP.

**Unit V: Stores Management & Surplus, Obsolete and Scrap Management:** Materials identification: classifying materials - Codification of materials – Standardization: Simplification and variety reduction of materials - Stores Management: Different types of stores - Stores issues and receipts: Procedures, forms - Policies in stores transactions: Stores accounting, Stores organization, Materials safety and security - Store Layout and Design - Introduction to Material Handling Equipments - General Duties and Responsibilities of Stores Management - Stores Productivity.

**References:**

1. Ansari A and Modarress B. *JIT Purchasing*. New York, Free Press, 1990.
2. Baily P etc. *Purchasing Principles and Management*. London, Pitman, 1994.
3. Burt, David N. *Proactive Procurement*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
4. Dobler, D W. etc. *Purchasing and Materials Management*, New York, McGraw Hill, 1990.
5. Datta, A. K, *Materials Management: Procedures, Text & Cases*, PHI
6. Menon, K. S., *Purchasing Management*, Macmillan
7. Menon, K. S., *Stores Management*, Macmillan
8. Gopalakrishnan, Sundaresan.M, *Materials Management – An Integrated Approach*, PHI.
9. Datta.A.K, *Materials Management – Procedures, Text & Cases* , PHI

## MBA 4LS5 SUPPLY CHAIN PRACTICES

### **Objectives:**

- *To enable the student to understand the basic concepts, processes and key elements of a supply chain and how they interact in supply chains.*
- *To provides information regarding the strategies for establishing efficient, effective, and sustainable supply chains.*
- *To explain the critical roles of technology in supply chain planning, visibility, and execution.*

**Unit I: Introduction** - Basic concepts in SCM, supply chain framework, Importance of SCM-contrasting between Supply chain strategy implementation success & failures, decision phases – process view vs. push – pull, Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, outsourcing – basic concepts, value addition in SCM – concept of Capacity aggregation and demand chain management.

**Unit II: Designing the Supply Chain Network** - Designing the distribution network, factors influencing distribution, design options, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions.

**Unit III: Designing and Planning Transportation Networks** - role of transportation, modes and their performance, transportation Infrastructure and policies, design options and their trade-offs, tailored transportation.

**Unit IV: Inventory Management** - Concept, Cycle inventory and safety inventory decisions in practice, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. [Simple problems only for understanding the concept]

**Unit V: Purchasing and Vendor Management** - Centralized and decentralized purchasing, function of purchase department and purchase policies, vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanban systems of inventory management

- Case Studies in Indian context only. (5 Hours)
- Practical Components: (3 Hours)
- Students are expected to choose any 2 Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
- Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
- Students can identify the various types of IT applications employed by Indian Organizations in their Supply chain.

## **References**

1. Supply chain management, Chopra Sunil and Peter Meindl - 3rd edition, Pearson, 2007.
2. A Logistic approach to Supply Chain Management – Coyle, Bardi, Longley, 1st Edition, Cengage Learning.
3. Supply Chain Logistics Management, Donald J Bowersox, Dand J Closs, M Bixby Coluper, 2 nd Edition, TMH, 2008.
4. Supply Chain Management-A Managerial Approach,Amith Sinha, Herbert, 2nd edition, TMH.
5. Logistics and supply chain management, G. Raghuram (I.I.M.A.), Macmillan, 2000
6. Harnessing value in supply chain, Emiko Bonafield, Johnwiley, Singapore, 1999
7. Material Management rearview, Dr. Gopal Krishnan, Pearson New Delhi, 2002
8. Supply Chain Management, B.S. Sahay, Macmillan, Pearson Education, 2004
9. A Text Book of Logistics and Supply chain management, Agarwal D.K. - 1st edition, Macmillan.

**Tourism and Travel Management**  
**Third Semester**

**MBA 3TT1 - TRAVEL AND TOUR OPERATIONS MANAGEMENT**

**Objective:** *To provide an understanding about the travel agency management and Tour operations management.*

*Application of the acquired knowledge for developing in bound tour packages*

**Unit I: Travel Agency Business** – growth and development – concepts and definition – functions, organizations and departments at travel agency – Ancillary services-Travel formalities and documents- Passport, Visa, Health, Customs, Currency, Travel Insurance- Health Insurance- its types and documents required,–setting up of a travel agency – IATA Approval-Safety and security measures- Health Insurance

**Unit II: Introduction to Tour Operations Management-** concept and definitions- differences – types of tours – components of a tour – supply chain management nature and concepts – the working nature of tour operation business – major determinants – Role of Transportation – air, water, road and rail – types, growth and development services offered and major routes.

**Unit III: The Business of Tour Operation** – Concepts and Definitions- Types of Tour operators; inbound, outbound, domestic and specialized tour operators – Rates and Responsibilities – Itinerary preparation; Stages, components of an itinerary – tour costing – Planning a Tour, Stages, Components of tour planning – Marketing Tour Package; Stages, Tools and Techniques – Tour Brochure: Stages in preparation – Customer Relation Management for a tour operators; tools and techniques.

**Unit IV: Outbound Tourism Management** – different types of travelers – crisis management – rate of tour escort, tour managers, tour guides-skills and qualities of guides, certification of guides-how to manage tourists- – tour analysis, pre tour and past tour analysis – tourist retention programs – Visitor Management – tools and techniques – International cases on outbound tourism –MICE outbound Tourism, Major Destination – Major Trends in Outbound tourism.

**Unit V:**

- Project-
1. Designing of an inbound Tour package, setting of all components and costing, making marketing materials including brochures, Demonstration of selling the package with power point presentation.
  2. Report preparation on the organizational structure, role and functions of WTTC India, TAAI, ADTOI, ATTOI, IATO

**References:**

1. Medik S (2001) – Understanding Tourism, Butterworth – Heinemann, Oxford Woburn
2. Roland Conrady and Martin Buck (2010) – Trends and Issues in Global Tourism 2010. Springer Heidelberg Dardrecht, London
3. JagmohanNegi (2003) – Travel Agency Operations – Concepts and Principles, Kanishka Publishers Distributors, New Delhi
4. Karen Ellicott (2002) – Cities of the World, 6<sup>th</sup> Edition, The Gale Group, Inc, Farmington
5. Paul A Tucci and Mathew T Rosenberg (2009) – The Geographic Answer Book. Visible Ink Press, Canton
6. Micheal Hall and Stephen.J Page (2006) – The Geography of Tourism and Recreation – Environment, Place and Peace, Routledge, Oxan



## MBA 3TT2 - TOURISM PRODUCTS OF INDIA

### *Objectives:*

- *To acquire knowledge on natural and cultural endowments of India from a tourism perspective*
- *To understand the relationship among tourism resources, society and destinations*

**Unit I: Natural Tourism Resources** – Geographical features of India – National Parks - Jim Corbett, Ranthambore, Keoladeo, Bandhavgarh, Kanha, Sariska, Kaziranga, Gir, Dachigham, Dudhwa, Mudumalai, Shivpuri, Manas, Gulf of Kutch, Valley of Flowers - Wildlife Sanctuaries - Cinque Island, Indian Wild Ass, Pulickat Lake, Indira Priyadarshini, Salim Ali Bird Sanctuary, Kutch Desert, Ranganathittu, Great Indian Bustard - Biosphere Reserves - Nilgiri, Gulf of Mannar, Sunderbans, Nanadadevi, Nokrek, Pachmarhi, Simlipal, Achanakmar – Amarantak, Nicobar Islands - , Hill Stations –Beaches – Backwaters – Deserts - Islands - UNESCO Natural Heritage Sites– Western Ghats – Ramsar Sites

**Unit II: Culture and Heritage** – Religions in India – Hinduism, Islam, Christianity, Buddhism, Jainism, Sikhism – Major Pilgrim Centres – Architecture – Ancient Period up to 9<sup>th</sup> century, Medieval 10<sup>th</sup> to 17<sup>th</sup> century, Modern 18<sup>th</sup> century onwards - Forts – Palaces – Museums – Salar Jung Museum, Hyderabad, INS Kursura, Visakhapatnam, National Museum, New Delhi, National Rail Museum, New Delhi, Napier Museum, Thiruvananthapuram, Indian Museum, Kolkata–UNESCO Cultural Heritage Sites – Heritage Management Organisations – UNESCO, ASI, ICOMOS, INTACH

**Unit III: Fairs and Festivals** — PushkarMela, SurajkundMela,SonepurMela, Goa Carnival, Mamallapuram Dance Festival, Khajuraho Dance Festival,National Festivals – Major Dance forms of India – Music – Paintings – Handicrafts – Costumes – Adventure Tourism – Land, Air, Water

**Unit IV: Tourism Circuits** – National Tourism Policy Identified Circuits – Bodhgaya – Rajgir – Nalanda - Varanasi, Chandigarh –Bilaspur – Kulu – Manali – Lahul –Spiti–Leh; Ahmedabad – Rajkot – Dwarka – Porbandar – Somnath –Girnar–Palinata; Chennai – Mamallapuram – Kanchipuram – Thiruvannamalai – Gingee– Pondicherry; Palakkad – Kochi – Kottayam– Thiruvananthapuram; Guwahati – Kaziranga–Shillong–Tawang–Circuits of Palace on Wheels

**Unit V: Project work** – Development of Tourism Circuits for 1.Budhist Circuit – Eastern Region 2. Himalayan Circuit – Northern Region 3.Heritage, Wildlife and Nature Circuit - Central Region 4.Konkan Riviera Circuit – Western Region 5.Backwater and Beach Circuit – Southern Region 6. Ecotourism Circuit – North-East Region 7. Museums of Kerala 8.Performing Arts of Kerala

### **References:**

1. Sarina Singh et.al (2013), India 15<sup>th</sup> Edition, Lonely Planet

2. Arthur Llewellyn Basham, (2004), *The Wonder That Was India*, Picador, India
3. J. C. Harle (1994), *The Art and Architecture of the Indian Sub-Continent*, Yale University Press
4. S. Abid Hussain (2008), *The National Culture of India*, National Book Trust, India
5. Jagmohan Negi (2010), *Adventure Tourism and Sports: Risks and Challenges*, Kanishka Publishing, India

## **MBA 3TT3 - HOSPITALITY MANAGEMENT**

### **Objectives:**

- 1. To acquire knowledge on the activities of various departments in a hotel.*
- 2. To enable the student to identify the status of accommodation units based on classification criteria.*
- 3. To enable the student to prepare reports on the operational aspects of hotel industry.*

**Unit I: Hospitality** – Definition – A brief history of Hospitality industry, Hotel Industry in India – Major hotel chains of India, Classification of Hotels – Classifying Hotels – size, target markets, Location, length of guest stay & facilities. Star Classification. Types of Hotels – Commercial hotels, Residential hotels, Resort hotels, Bed and breakfast hotels, Time-share and condominium hotels, casino hotels, convention hotels, Heritage hotels –resorts -supplementary accommodation-Tariff-Room rate categories Hotel Organisations in India. SKHF FHRAI

**Unit II: Hotel Operations** – Major functional departments- Front Office operations- Sections of front office department. Front office and back office – Staff terminology in Front Office Dept. Organisational Hierarchy of the Front Office Department. Uniformed services, Concierge. Guest Relations. Front office communications – Log book information Directory – Role of Telephone operator and telephone etiquettes. -Handling complaints -Check out and accounts settlement-Methods of account settlement – Qualities required by front office staff. The Guest Cycle Pre-arrival-Arrival-Occupancy-Departure. Front office systems-Manual, semi Automated-Fully Automated.

**Unit III: House-keeping Department** - House-keeping functions, Types of guest rooms. The Engineering Department –Its Responsibilities. Security Department –Nature of the security department and security systems. Food & Beverage operations, - Functions of the Food & Beverage department- Major Food and Beverage outlets of hotels. – Organisation structure of Food and beverage Service department. –Banquets Department and its functions. The production staff- Organisation structure of F& B Production – Menu – A la carte, table d’hote and carte du jour. Food & Beverage Marketing- Strategies used in Food & Beverage marketing in hotels. – Merchandising, food festivals, and other promotion activities.

**Unit IV: Types of Reservations** - guaranteed & non- guaranteed. Group reservations – reservation Record- Registration-Pre registration activity – The Registration record-Room and rate assignment- -Method of payment-Issuing of room key-Fulfilling special requests.

**Unit V: Project work** on Inventory Management, food safety, designing food festivals, Business outsourcing by five star hotels and resorts, promotional strategies of hotel chains.

**References:**

- 1 Bhatnagar, S K: Front Office Management, Frank Brothers & Co
- 2 R.K.Malhotra – Fundamental of Hotel Management and operations (Anmol Publications, New Delhi)
- 3 Mohammed Zulfikar – Introduction to Tourism and Hotel Industry (UBS Publishers, New Delhi)
- 4 Michael L Kasavana& Richard M Brooks – Front office Procedures (Education Institute AHMA)
- 5 Sudheer Andrews – Hotel Front Office Training Manual (Tata McGraw Hill, New Delhi)
- 6 Sudheer Andress – Hotel House Keeping Training Manual (Tata McGraw Hill, New Delhi)
- 7 Pushpinder S Gill – Dynamics of Tourism – Vol.4 – Tourism and Hotel Management (Anmol Publications, New Delhi)
- 8 Dennis.LFoster – Marketing Hospitality – Sales and Marketing for Hotels, Motels and Resorts (McGraw Hill)
- 9 JagmohanNegi – Hotels for Tourism Development (Metropolitan Publishers, New Delhi)
- 10 SM Jha – Hotel Marketing (Himalaya Publishers, New Delhi)

## MBA 3TT4 - SUSTAINABLE TOURISM

### **Objectives:**

- *To familiarise various approaches and practices for Sustainable Tourism Development*
- *To understand in detail the concepts and practices of Ecotourism and Responsible Tourism*
- *To acquire capacity to prepare reports on aspects related to sustainable tourism*

**Unit I: Sustainability** – History– Sustainable Development – Stockholm Conference, Brundtland Report, Rio Summit, Rio + 10 - Sustainable Tourism – Definitions, Concepts, Principles and tools

**Unit II: Global initiatives on Sustainable Tourism** – Tourism and Local Agenda 21 –CBD and Tourism - Tourism and MDGs – ST - EP initiative – Green Passport Campaign – Green Hiker Campaign – Hotel Energy Solutions – Hotel Carbon Measurement Initiative – Climate Change and Tourism – Global Sustainable Tourism Criteria - UNWTO Global Code of Ethics – UNWTO World Tourism Network on Child Protection, Protect Children Awareness Campaign

**Unit III: Ecotourism** – Definitions – Concepts – Theory and Practices –Social Benefits - Planning and Development – Marketing Ecotourism - International Year of Ecotourism – Global Conventions on Ecotourism - Quebec Declaration – Organisations – TIES, ESOI–Guidelines for Ecotourism in and around Protected Areas (MoEF)

**Unit IV: Responsible Tourism** – Definition – Concept – Triple Bottom Line – Economic, Social and Environmental Responsibilities – Global Conventions on Responsible Tourism – Better Together – Kerala’s Responsible Tourism Initiative – Case Study of Kumarakom, RT Classification Criteria

**Unit V: Report Preparation** – Ecotourism and Responsible Tourism initiatives in Kerala - VLE Packages, Fair trade in Tourism - Entrepreneurship Development – Role of private sector and NGOs

### **References**

1. Andres Edwards (2005) - The Sustainability Revolution: portrait of a paradigm shift, New Society Publishers
2. Martin Mowforth and Ian Munt (2009) - Tourism and Sustainability: Development, Globalization and new tourism in the third world, 3<sup>rd</sup> Edition, Routledge
3. Stephen Wearing and John Neil (2000) - Ecotourism Impacts, Potentials and Possibilities, Butterworth and Heinemann
4. David Weaver (2007) – Ecotourism, 2<sup>nd</sup> Edition, Wiley
5. D. A. Fennel ( 2002) -Ecotourism Programme Planning, CABI Publication

6. Harold Goodwin (2011) - Taking Responsibility for Tourism, Goodfellow Publishers Limited
7. Responsible Tourism Initiative of Kerala, A Case Study on Kumarakom (2013), KITTS
8. Tourism and Local Agenda 21: The Role of Local Authorities in Tourism (2003), UNEP
9. Susanne Becken and John E. Hay (2010) - Tourism and Climate Change: Risks and Opportunities
10. Hotel Energy Solutions (2011), UNWTO
11. Tourism and Biodiversity: Achieving Common Goals Towards Sustainability (2010), UNWTO
12. Tourism and the Millennium Development Goals (2010), UNWTO
13. Climate Change and Tourism: Responding to Global Challenges (2008), UNWTO
14. Tourism and Biodiversity: Achieving Common Goals Towards Sustainability (2010), UNWTO

## **MBA 3TT5 - INTERNATIONAL TOURISM AND GLOBAL UPDATE**

### ***Objectives:***

- *To gather basic understanding of International Tourism business*
- *To understand the implications of globalisation on tourism*
- *To acquire knowledge on promotional events and strategies*

**Unit I: International Tourism** – Economic Indicators – Statistical Sources – Tourism Satellite Accounting – World and Regional Tourism Trends – Tourist Arrivals and Receipts – Europe, Americas, Africa, Middle East, South Asia, East Asia and Pacific Region

**Unit II: International Tourism Organisations** – Major Programmes and Initiatives of UNWTO –Silk Road Programme, World Tourism Day, UNWTO.Themis Foundation, Women Empowerment Programme, Accessible Tourism, Tourism and Intangible Culture, Tourism and Migration -Role and Functions of WTTC, ICAO, IATA, PATA

**Unit III: Globalisation and Tourism** – GATS – MNCs in Tourism – FDI in Tourism and Allied Sectors – Strategic Alliances in Aviation and Hospitality Industry – Mergers and Acquisitions in Tourism Business – Impact of globalisation in Indian Tourism

**Unit IV: Tourism Promotion and Marketing Strategies** – Major Travel Marts – WTM, ITB – Dubai Shopping Festival – Promotion and Marketing Strategies in Asia Pacific Region

**Unit V: Project Work** on destinations affected by natural/ man – made disasters – Tsunami, Epidemics, War, Terrorism, Economic Crisis, Political instability

### **References**

1. Francois Vellas and LionellBecherel (1995), International Tourism, Macmillan Business, New York
2. Tim Knowles, DimitriosDiamantis and JoudallahBey El – Mourhabi (2001), The Globalisation of Tourism and Hospitality: A Strategic Perspective, Continuum Books, New York
3. Tim Coles and C. Michel Hal (2008), Edited International Business and Tourism: Global Issues, Contemporary Interactions, Routledge, New York
4. Martin Mowforth and Ian Munt (2009) - Tourism and Sustainability: Development, Globalization and new tourism in the third world, 3<sup>rd</sup> Edition, Routledge

## MBA 3TT6 - EVENT MANAGEMENT IN TOURISM

### **Objectives:**

1. *To understand the dynamics of event management*
2. *To impact professionalization in event management*
3. *To enable the student to plan design and execute an event*

**Unit I Event** – definition-types-challenges of event management-Role of Event Management – Events as projects-Project Management perspective-project parameters – Stake holder requirements – stating objectives-project planning-project optimization, evaluation and review technique, risk management and project implementation.

**Unit II: Event Design** - Events as designed experience, concept and theme, event staging and logistics. Event operation-legal environment, insurance, regulation, license and permits, events contact, event logistics.

**Unit III: Managing Event Human Resource** - challenges finding the right people-induction and acculturation-effective communication, motivation Event marketing Promotional Techniques- types of materials-brochures, leaflets, flyers, posters, price lists, guides marketing planning-sponsorship-safety and risk management.

**Unit IV: Tourism Events** - Destination based event tourism strategies, planning process, situational analysis, goals, measuring progress, development of event tourism strategies, tourism events and regional development

**Unit V: Project preparation:** organizing an event in the campus involving planning, design organizing and evaluation and a report on the same has to be presented.

### **References**

1. Diwakar Sharma : Event Planning and Management
2. Meeting conference, association, event and destination management-Ratandeep Singh
3. Lynn Van Der Wagen: Event management for Tourism, cultural, business and sporting events-
4. Debbie Betteridge :Event management in Leisure and Tourism
5. Glean Bowdin, Johnny Allen, 2011-Events Management – Routledge
6. Nicole Ferdinand and Paul I Kitchin Event management international approach, stage publication
7. Charles Bladen, James Kenaell, EnniaAbson and Nick Wilde, Events Management, an introduction, Routledge.



## MBA 3TT7 - TOURISM GEOGRAPHY

### **Objectives:**

1. *To understand the relationship between Geography and Tourism.*
2. *To familiarize the Major tourism regions and destinations on the world.*
3. *Application of the acquired knowledge to develop out bound tour packages.*

**Unit I: Aviation Geography** - IATA areas, sub areas & sub regions, IATA three letter city code, Longitude and Latitude, Map Reading skills, International Date Line, World Time Zones, GMT,SCT, DST, Time Calculation, Concept of Elapsed Time, Flying Time and Duration of Flight.

**Unit II: Area 1** - North America Subarea--Countries in North America-Physical Geography of North American -Tourism Geography of North America- South America Subarea-Countries in South America-Physical Geography of South America-Tourism Geography of South America-Central America Subarea-Countries in Central America-Physical Geography of Central America-Tourism Geography of Central America.

**Unit III: Area 2** - Europe Subarea- Countries in Europe- Physical and Tourism Geography of European Countries- Africa Subarea- Countries in Africa-Physical and Tourism Geography of African Countries- Middle East Subarea-Counties in ME and their Physical and Tourism Geography

**Unit IV: Area 3** - South Asian Sub Continent Subarea (SASC) -Countries in SASC and its physical & Tourism Geography-South East Asia Subarea (SEA)-Countries in SEA and its Physical &Tourism Geography- South West Pacific Subarea (SWP)-Countries in SWP and its Physical and Tourism Geography- Japan Korea Subarea- Physical and Tourism Geography

**Unit V: Project** - Itinerary preparation for an out bound tour-Costing of the same- Design marketing materials for the tour- Demonstration of selling the package.

### **References**

1. Philip G. Davidoff(1988), Tourism Geography, Prentice Hall & Co., New Jersey
2. Milton D Rafferty(1993), A Geography of World Tourism, Prentice Hall& Co., New Jersey
3. Marc Mancini (1995), Selling Destinations Geography for the Travel Professionals, South-western publishing Co., New York.
4. Pauline Horner(1993), Travel Geography for Tourism Europe and Worldwide, Stanley Thornes (Publishers) Ltd
5. Travel Information Manual by IATA,
6. ATLAS
7. Destination Guide Books by Lonely Planet/Rough Guide/Eyewitness Travel guide
8. Baines john, Barbara Furtado( 2007), Encyclopaedia of World Geography, Grange Books

## Fourth Semester

### MBA 4TT1 - DESTINATION PLANNING AND MARKETING

#### *Objectives:*

- *To enable students to plan and develop destinations in a sustainable manner*
- *To understand the intricacies of destination marketing*

**Unit I: Destination Development** - Destination - Definition, Types of destinations, Characteristics of destination, Basic Elements of Destination, Destination Life Cycle Model, Destinations and products – Development - meaning and function, goals for development, linkage between destination and local development, Destination Management Systems, Destination Management Organisations

**Unit II: Destination Planning** - Key elements of the planning process, Framework for Sustainable Tourism Development - Situation Analysis - Topographical Analysis, Environmental Analysis, Resource Analysis, Assessment of tourism potential, Demand and Supply match, Evaluation of Tourism impacts - EIA and EMS – Visitor Management Systems - Carrying capacity- Zoning system - Destination Zone planning model–Waste management in Destinations – 3Rs concept, Zero Waste Kovalam initiative - National and Regional tourism planning and development - Contingency planning - WTO Guidelines for Planners

**Unit III: Destination Image Development** - Tangible and intangible attributes of destination - person's determined image, destination determined image, image and image building of products and destinations, measurement of destination image, destination image formation process, unstructured image, destination appraisal, destination selection process.

**Unit IV: Destination Marketing** - Market segmentation, Destination Marketing mix, Targeting, Image and positioning, Challenges to brand, and re-brand destinations, Strategic marketing for destinations and strengthening their competitiveness, formulating the destination product, Pricing of the destination, destination branding, 8Ps in destination marketing, destination competitiveness - Destination distribution channels - Electronic distribution channels - Destination marketing tools, Marketing strategies in the opening phase, growing phase and declining phase. Strategies of unidentified, differential, and concentrated marketing in the tourist market - Case studies of destination marketing by India as well as Kerala.

**Unit V: Project Work** - Report Preparation –Destination Planning – Visitor Management, Waste Management, Resource Management, Infrastructure -Public Private Partnership (PPP) in Destination development, Marketing–Tourism Resource Mapping

#### **References**

1. C.Gunn, Tourism Planning, Concepts and Cases, Cognizant Publications
2. Nigel Morgan (2001), Destination Branding: Creating the unique proposition, Butterworth and Heinemann

3. Geoffrey Ian Crouch (2003), *The Competitive Destinations: A Sustainable Tourism Perspective*, CABI Publishing
4. *Marketing Destinations, Places and Tourism*, Philip Kotler, et.al, Person Education
5. *A Practical Guide to Tourism Destination Management* (2007), UNWTO

## MBA 4TT2 - TOURISM POLICIES AND LAW

### **Objectives:**

- *To understand the role of various stakeholders in tourism policy formulation*
- *To understand various Acts, Notifications, Rules and Regulations relating to tourism*
- *To acquire capability to prepare project reports on policies and laws related to tourism*

**Unit I: Tourism Policy Formulation** – Significance of Tourism Policy - role of public sector, private sector, international, multinational, state and local tourism organization - Changing trends in tourism and its effects on tourism policy - Analysis of tourism policies of India – National Tourism Policy 1982, National Committee on Tourism Report 1988, National Plan for Tourism 1992, National Tourism Policy 2002 and Kerala – Kerala Tourism Policy 1995, Kerala Tourism Vision 2025, Kerala Tourism Policy 2012

**Unit II: The Registration of Foreigners Act, 1939** - The Foreigners Act, 1946 – The Citizenship Act, 1955 – The Passports Act, 1967 - Foreign Exchange Regulation Act 1973, Foreign Exchange Management Act, 1999 - Consumer Protection Act, 1986 - The UN Guidelines for Consumer Protection

**Unit III: Tourism and Indian Contract Act, 1871** – Baggage Rules, 1998 – Clearance of Incoming Passengers – Duty Free Allowances and Entitlements for Indian Residents and Foreign Residents in India – Special Allowances for Professionals Returning to India – Travel Taxes – Restricted Zones – Restrictions on Exports - United Nations Convention on the Law of the Sea (UNCLOS) - Hotel Classification in India – Approval/ Licenses/Permissions for setting up hotel - Hotel Receipts Tax Act, 1980 – Food Safety Act, 2013 – Travel Insurance laws

**Unit IV: The Antiquities & Art Treasures Act, 1972** - The Ancient Monument & Archaeological Sites & Remains Act, 1958 – CRZ Notification 2011 – The Wildlife Protection Act, 1972 – Forest Conservation Act, 1980 – The Environment (Protection) Act, 1986 - The Air Prevention and Control of Pollution Act, 1981 - The Water Prevention and Control of Pollution Act 1974 – The Noise Pollution (Regulation and Control) Rules, 2000

**Unit V: Report Preparation** – Rules, Guidelines and Regulations related to Homestays, Houseboats, Serviced Villas, Ayurveda Centres, Restaurants – Policy interventions in the operations of Tourism Police, Life Guards, Contingency Management

### **References**

1. Dr. Atul Bansal (2008), Legal Aspects for Hospitality and Travel-Tourism Industry, Shyam Raj Publications, Gujarat
2. Sajnani Manohar (1999) Indian Tourism Business: A Legal Perspective, Gyan Publishing House, New Delhi

3. R. K. Malhotra (2005) Socio – Environmental and Legal Issues in Tourism, Anmol Publications Pvt. Ltd., New Delhi
4. Gupta S.K. (1989) Foreign Exchange Laws and Practice, Taxman Publications, New Delhi

## **MBA 4TT3 - LOGISTICS AND SUPPLY CHAIN MANAGEMENT IN TOURISM**

**Objectives:** *Acquire knowledge on the concept and basic principles of logistics of Supply Chain Management. To acquire the skills need for SC/logistics management in tourism sector.*

**Unit I : Logistics** -Definition significance in tourism industry, logistics management cost management, cargo management and other tourism related sectors- out sourcing Vs vertical integration, logistics strategic decisions, tools for strategic decision making

**Unit II: Information and Communication Technology**- importance of information in logistics especially in operation and performance, net works, e- commerce, green logistics – human resource planning in disaster relief operations - Principles of Supply Chain Management, definition, components of a supply chain, supply chain management processes, Supply chain integration- deciding factors,

**Unit III: Supply Chain Forecasting** - importance relation of demand planning and management, Techniques of forecasting, Delphi model, supply chain coordination, Bull Whip effect, strategic partnering, operational and pricing obstacles ,information sharing and its associated techniques, competition, in tourism supply chain and strategies, out sourcing in a supply chain tactical importance, assessment of strategic alignment and competencies

**Unit IV: Tourism Distribution Systems** - types-direct and indirect-travel intermediaries – wholesalers –retailers- regulation of intermediaries investors in Hotel business

**Unit V: Project:** Select an international travel agency/hotel chain/tour operation company and carry out a study of the logistics and supply chain management being practiced there and suggest improvements for enhancing their business prospects, through a report.

Prepare a Project Report on Transportation of frozen goods focusing on Time Management, Proper Planning, Coordination of activities, Priority for transportation.

Prepare a Project Report on Transportation of Live Stocks focusing on Time Management, Proper Planning and Coordination of activities.

Identifying an organization and prepare a project on supply and products from the manufactures to the end consumers focusing Flow of information along with products, Coordinating all the Supply Chain Activities, Cost Management and Time Management.

Prepare a Project Report on Transportation Logistics for a Natural Tour Operate Company focusing on Planning, Co-ordination, Fore Casting, Time Management and Fabrication of Products required by Tourism

### **References**

1. Rushton Alan, Croucher Phil, Baker Peter ( 2006): Hand book of logistics and distribution

2. Wu Cheng Lung : Airlines Operations and Delay management
3. Song, Haiyan ( 2012) : Tourism Supply Chain Management
4. ICFAI Center for Management Research ( 2012): Supply Chain Management
5. T. Hines, 2006 Supply Chain Strategies: Customer \_ driven and Customer \_ focused, Elsevier, Oxford
6. Farahani, Reza Zanjirani, Rezapur Shabnam, Laleh Kardar ( 2013): Logistics Operations and Management
7. Kim Kap Hwanm, Hans Otto: Container Terminal and Cargo Systems: Design Operations Management and Logistics Control Issue

## **MBA 4TT4 - AIRPORT HANDLING AND CARGO MANAGEMENT**

### **Objectives:**

- 1. To give an overview about the operations in the airport.*
- 2. To give a basic knowledge about the air cargo movement.*

**Unit I: Introduction to Aviation Industry** – Importance of Air Transportation- Customer service in airline industry-Departments of airline related to passenger service-Other organisations in airline operation- Airline Passenger service skills and procedures-Staff appearance and attitude.

**Unit II: Departure Formalities** - Various counters and associated duties-security measures-Immigration check-Customs control-airline security checks -Pre-flight arrangements-Aircraft turn around- Service control and load control-Boarding of passengers and baggage-Post flight arrangements-Inflight services-Arrival formalities- Over booking/denied boarding passengers-transit/transfer passengers-special handling passengers-Delayed services/Cancellation of a flight-Baggage services/liability of airlines.

**Unit III: Cargo operations, Familiarization of TACT:** Abbreviations, codes, AWB/documents check in procedure, special regulations/Country regulation for import export/transit transfer etc.- Aircraft loading procedures/utilization of spaces – Types of Aircraft, its structure configuration/Bulk/Compartment/Holds safety aspect-ULD (Unit Load Device),contours, maximum limitations, special types & different types, compatibility of ULD into different aircraft – interline and transit cargo.

**Unit IV: Cargo Rates** - GCR,CCR, and SCR, Sector rates, combination of rates/construction of rates, rounding off: - weight/currency/dimensions, other charges – Transit charges/Handling fee – charges collect, disbursement/cargo service charges valuation/customs value etc., Nature of cargo: General cargo, special cargo and Dangerous goods, Live Animals. Documentation and flight messages, reservation, and Ramp safety: Human awareness factors, Airport ramp safety rules, Accident reporting.

**Unit V: Project work** – Identify the various stages and process in: (1) Turn over process (2) Passenger processing, and preparation of report.

### **References**

Airport Handling Manual, IATA, 2007



1. Kenneth C Moore (1991), Airport, Aircraft and Airline Security, Heinemann Butterworth
2. Airport handling manual booklet: Safety-focused selections from the 27th edition of the Airport handling manual
3. Prem Nath Dhar (2008), Global cargo management: Concepts, Typology, law and policy, Kanishka Publishers and Distributors, New Delhi
4. Manoj Dixit, Surabhi Srivastava (2006), Cargo management: An international Perspective, New Royal Book Co., Lucknow
5. Nana Starr (2003), Viewpoint: An introduction to travel, tourism and hospitality, Prentice hall of India Pvt. Ltd
6. KayKay Sikdar(1999), All You Wanted to Know about Airline Functions, Wheelar Publishing, New Delhi

## **MBA 4TT5 - CUSTOMER SERVICE AND RELATIONSHIP MANAGEMENT**

### ***Objectives:***

1. *To acquire knowledge on the relevance of CRM in tourism.*
2. *To familiarize various strategies commonly used in CRM.*
3. *To enable the candidate to discharge quality customer relationship practices.*

**Unit I: CRM – Definition** – Evaluation – Schools of thought on CRM – Elements of CRM- CRM as a business strategy – CRM process and systems- Customer Vs consumer, customer – supplier relationship–CRM in service- Hospitality, Airlines, e-CRM in Tourism.

**Unit II: Excellence in Customer Care** – Getting it right the first time-Service quality and customer loyalty, The Five Gap Model and its implications, Communication and Customer Care, Concept of building relationships-Individual/team/organizational body language and its impact upon customer care, Elective listening skills.

**Unit III: Customer Feedback and its Impact on Customer Care** – Value of feed back- Feed back mechanisms, Customer Complaint resolution, Value of complaints to an organization, The 4 step process, dealing with irate customers.

**Unit IV: Creating Value for Customers** – understanding value-Sources of customer value- Customer experience, Customer retention and development – meaning of customer retention – Economics of customer retention-Strategies and performance indicators of customer retention- Strategies for customer development. IT application in CRM, CRM softwares, Customer retention and cross selling, segmentation for CRM, Customer identification and database, Misunderstandings about CRM-Concept of the CRM Value Chain

**Unit V: Project work on CRM practices of an organization using 15 parameters** –greeting the customer, break the ice, complement freely, calling by name, eye contact, self evaluation, listening more than the ears, polite words, assurance, smile, good telephone techniques, reach out the customer, enjoying people and their diversity, positive attitude of selling, dressing and grooming at work place.

**References:**

1. Christian Grönroos, Service Management and Marketing: A Customer Relationship Management Approach, Wiley Publishers
2. Macaulay, Steve; Sarah: Kogan, Cook, How to improve your customer service/ page limited
3. Rao, Nageswara S B; Madhavi, C , Customer service excellence: Trends and strategies Ed.: Kanishka publishers, Distributors, New Delhi
4. Tschohl, John; Franzmeier, Steve: Achieving excellence through customer service
5. Jaico Publishing House, Bombay
6. Mckain, Scott :What customers really want: How to bridge the gap between what your organization offers and what your clients crave/: Nelson Business
7. Paul R Timm :Customer service, career success through customer loyalty Pearson Prentice Hall

