

CBCS REGULATION FOR MBA PROGRAMME 2014-15
TUMKUR UNIVERSITY, TUMKUR
REGULATIONS GOVERNING MASTER OF BUSINESS ADMINISTRATION (MBA)
DEGREE COURSE

CBCS MBA Curriculum is triggered at helping the students

- Developing skills and competency needed for managing the dynamic business environment.
- To imbibe application oriented thinking based on knowledge of management theories, principles and concepts.
- To bring a transformational change in the mind set of students.
- To make students learn at their own pace and adopt an inter - disciplinary approach in learning

INTRODUCTION:

Considering the current requirement and present scenario of globalization and development in Information Technology, it has become imperative to make student aware and synchronize with the skills required to meet the needs of the industry.

OBJECTIVES OF THE COURSE:

The main objective of this course is to groom students to acquire skills and develop competent management professionals with strong ethical and human values and equip the students with requisite skills, knowledge and attitude to develop competent leaders. Further the programme emphasis on developing a competent leaders by exposing them to a wide range of relevant functional areas of management so that they may gain the confidence to interact with people at all levels and develop managerial skills for translating policies into action effectively.

1. COURSE TITLE AND COMMENCEMENT

These Regulations shall be called the Regulations Governing the Master of Business Administration Degree Course in Management. The course shall be called Master of Business Administration which is abbreviated as MBA offered by Tumkur University under semester scheme with Choice Based Credit System (CBCS).

The Regulations shall come into force from the Academic year 2014-15 or from the date of assent of the Chancellor of the University, whichever is later.

2. EXTENT OF APPLICATION:

2.1 These Regulations shall apply to Master of Business Administration Degree Course offered in the university department and affiliated colleges /institutions approved by the AICTE.

2.2 Affiliated colleges / institution offering MBA Programme in Management Course shall have the physical infrastructure and faculty norms as per university rules. These Regulations come into force from the date on which they are approved by the Chancellor or on such other date as directed by the Chancellor.

3. ELIGIBILITY FOR ADMISSION

3.1 Admission is open, to the Master of Business Administration Course, to all the candidates who possess a Bachelor's Degree of minimum three years' duration recognized by this university or who have passed any other examination recognized by this university as equivalent thereto by this University shall be eligible for admission to the Post Graduate Programs in Management provided they shall also satisfy the eligibility conditions like percentage of marks etc as may be prescribed by the University, Government of Karnataka, AICTE, UGC etc. from time to time

3.2 The candidates shall have passed the prescribed qualifying examinations with not less than 50% of the marks in aggregate of all the years / semesters of the degree examinations. However, in the case of candidate belonging to SC/ST and any other groups classified by the Government of Karnataka for such purpose from time to time, the aggregate percentage of marks in the qualifying examinations shall be not less than 45%.

3.3 Admission of the students to the course shall be as per University and Government of Karnataka rules notified from time to time.

3.4 The Calendar of events in respect of the course shall be fixed by the University from time to time.

4. COURSE MATRIX OF CBCS FOR MBA PROGRAMME-

1. I SEMESTER

Sl.No.	Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam.	Marks		
						Internal Assessment	Semester End Examn.	Total Marks
1	CPT-1.1	Management & Organizational Behaviour	4	4	3 Hrs	20	80	100
2	CPT-1.2	Business Accounting	4	4	3 Hrs	20	80	100
3	CPT-1.3	Government Society and Business Interface	4	4	3 Hrs	20	80	100
4	CPT-1.4	Quantitative Methods	4	4	3 Hrs	20	80	100
5	CPT-1.5	Economics for Business	4	4	3 Hrs	20	80	100
6	CPT-1.6	Managerial Skills & IT	4	4	3 Hrs	20	80	100
		Total	24	24				600

2. II SEMESTER

Sl. No.	Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam.	Marks		
						Internal Assessment	Semester End Examn.	Total Marks
1	CPT-2.1	Marketing Management	4	4	3 Hrs	20	80	100
2	CPT-2.2	Human Assets Management	4	4	3 Hrs	20	80	100
3	CPT-2.3	Financial Management	4	4	3 Hrs	20	80	100
4	CPT-2.4	Business Research & Analysis	4	4	3 Hrs	20	80	100
5	CPT-2.5	Operations and Quality Management	4	4	3 Hrs	20	80	100
6	OEP-2.6	Enterprise Management and Social Responsibility	4	4	3 Hrs	20	80	100
		Total	24	24				600

III Semester

Sl. No.	Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam.	Marks		
						Internal Assessment	Semester End Examn.	Total Marks
1	CPT- 3.1	Corporate Strategic Management	4	4	3 Hrs	20	80	100
2	CPT 3.2	Corporate Governance & Business Ethics	4	4	3 Hrs	20	80	100
3	SPT 3.3	Finance						
	SPT-3.3.1	Elective -1	4	4	3 Hrs	20	80	100
	SPT-3.3.2	Elective -1	4	4	3 Hrs	20	80	100
	SPT-3.3.3	Elective -1	4	4	3 Hrs	20	80	100
4	SPT3.4	HRM						
	SPT-3.4.1	Elective -2	4	4	3 Hrs	20	80	100
	SPT-3.4.2	Elective -2	4	4	3 Hrs	20	80	100
	SPT-3.4.3	Elective -2	4	4	3 Hrs	20	80	100
5	SPT 3.5	Marketing						

	SPT-3.5.1	Elective -3	4	4	3 Hrs	20	80	100
	SPT-3.5.2	Elective -3	4	4	3 Hrs	20	80	100
	SPT-3.5.3	Elective -3	4	4	3 Hrs	20	80	100
6	OEP 3.6	Soft Skills & Personality Development	4	4	3 Hrs	20	80	100
		Total	24	24				600

Note: CPT: Core paper theory SPT: Special paper theory OEP: Open Elective Paper

3. Specialization in III semester

Finance (SPT 3.3)	Human Resource Management (SPT 3.4)	Marketing Management (SPT 3.5)
Financial institutions & Services	Management of Training & Development	Internet marketing and E-Commerce
Equity markets and research	Leadership in organization	Sales and Distribution Management
International Financial management	International HRM	International Marketing

4. IV Semester

S. No.	Paper	Title of the paper	Instruction Hrs per Week	No. of Credits	Duration of the Exam.	Marks		
						Internal Assessment	Semester End Examn.	Total Marks
1	CPT- 4.1	Legal frame work for Business	4	4	3 Hrs	20	80	100
2.	CPT-4.2	International Business	4	4	3 Hrs	20	80	100
3	SPT- 4.3	Finance	4	4	3 Hrs	20	80	100
	SPT- 4.3.1	Elective -1	4	4	3 Hrs	20	80	100
	SPT- 4.3.2	Elective -1	4	4	3 Hrs	20	80	100
	SPT- 4.3.3	Elective -1	4	4	3 Hrs	20	80	100
4.	SPT- 4.4	Human Resource Management						
	SPT- 4.4.1	Elective -2	4	4	3 Hrs	20	80	100
	SPT-. 4.4.2	Elective -2	4	4	3 Hrs	20	80	100
	SPT- 4.4.3	Elective -2	4	4	3 Hrs	20	80	100
5.	SPT-4.5	Marketing						
	SPT-4.5.1	Elective -3	4	4	3 Hrs	20	80	100
	SPT-4.5.2	Elective -3	4	4	3 Hrs	20	80	100
	SPT-4.5.3	Elective -3	4	4	3 Hrs	20	80	100
6.	CPD 4.6	Project				20 (Viva-voce)	80 (Report)	100
		Total	20	24				600

Note: CPT: Core paper theory

SPT: Special paper theory

CPD: Core Paper Dissertation

IV SEMESTER SPECIALIZATION

FINANCE (SPT 4.3)

Group -1	Group-II
Taxation Management	Corporate Restructuring
Financial Derivatives & Risk management	Project Management
Investment management	Strategic Financial management

HUMAN RESOURCE MANAGEMENT (SPT 4.4)

Group-I	Group-II
Management of Industrial Relations	Performance Management & Competency Mapping
Learning organization & Development	Talent & Retention Management
Strategic HRM	Management of Change and Development

MARKETING MANAGEMENT (SPT 4.5)

Group -I	Group-II
Consumer Behaviour	Advertising & Media Management
Rural Marketing	Product & Brand Management
Retailing & Supply Chain Management	Industrial and Services marketing

5. SPECIALIZATION OFFERED

5.1 The student in third semester shall choose only one specialization such as Finance/HRM/Marketing, etc.

5.2 The Student in fourth semester shall choose one specialization such as Finance/Human Resource Management/Marketing Management and study **three** papers mentioned under each Group (either group-I or Group –II)

5.3 There should be minimum of 15 (fifteen) students to opt for a specialization.

6. SUMMER INTERNSHIP PROJECT (SIP) AND MAJOR PROJECT

6.1 At the end of second semester each student shall undertake a summer internship project for 8 weeks. It is mandatory for students to seek advance written approval from faculty guide, chairperson, of the university and Director /Principal of affiliated institutes about the topic and organizations before commencing SIP. The students may make up SIP on his/her intended area of specialization or in any other functional area of management.

6.2 The report shall be supported by –

- Introduction to the topic
- Organization profile
- Outline of problem/ task undertaken
- Research methodology
- Data analysis
- Learning of the student through the project (Findings and suggestion)
- Contribution to the host organization
- References.

6.3 The SIP should reflect the quantum of work undertaken by the students for 8 weeks. The external guide and internal guide have to certify the SIP work. The SIP should be of minimum 50 pages but not exceeding 75 pages. The student should submit one CD and hard copy to the department at the beginning of the third semester. The SIP has to be evaluated for 20 marks by adding to internal marks in third semester in the specialization papers. In the interest of environment consideration students are encouraged to print their project report on both faces of the paper.

6.4. If any student fails to complete the Summer Internship project or fails to submit the project report and fails to attend the Summer Internship Project viva, he/she cannot be permitted to be admitted for III semester and his/her I year MBA program will be declared INCOMPLETE.

6.5 Each candidate should undertake a major project work on a management problem relating to the field of his specialization, and he /she shall do the work under the supervision of a guide. The Project Report in two computer printed copies and one soft copy shall be submitted through the Guide to the University (through the institute) before the commencement of the theory examinations of 4th Semester. The Report shall be evaluated by two examiners - one internal, and another external (drawn from other Universities). The average award shall be final. There shall be viva voce examination at the end of the 4th Semester and the examination board constituted by the University shall conduct the same, whose average award shall be final. The Viva Voce shall be comprehensive and shall be on the basis of course work and project report. For the purpose of workload to the teachers, every 06 projects guided shall be taken as one paper of the course of study. If a student fails in the project report, he/she shall have to revise and resubmit the same for valuation before the commencement of next viva voce examination. If a student fails in viva-voce examination he/she shall have to reappear for viva-voce examination in the next year.

7. METHOD OF INSTRUCTIONS

7.1 It is expected that the faculty members adopt a variety of teaching methodologies such as case studies, role play, seminars, problem solving exercises, group discussions, and ICT and other innovate techniques during the programme delivery to make the teaching and learning methodology effective and credits are assigned accordingly. The medium of instruction is English

7.2 MBA being professional programme students is also expected to assimilate certain topics through self-study.

7.3 Every year industry visit has to be arranged and students are asked to submit a report on industry visit to the department.

MBA- Syllabus

I SEMESTER

(CPT 1.1) MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Module 1: scope and significance of Management. Evolution and approaches to Management. Managerial roles and skills, Levels of Management. Social responsibility and corporate governance, issues and challenges of 21st century managers.

Module 2: Steps in Planning- Types of planning- levels of planning, MBO and MBE Decision making- steps, types and techniques of decisions making. Organizing, types and structure of organizing, Delegation of authority- Centralization and Decentralization, span of Management, basis for Departmentation.

Module 3: leadership – types and theories of leadership Process of communication, barriers to communication and overcoming barriers Motivation, Motivation, Maslow’s need hierarchy theory, and two factor theory, Controlling- process of control – types of control.

Module 4: Importance of OB – Disciplines contributing OB –Evolution and Models of OB, factors affecting OB, individual differences, personality, determinants of personality, perception,-perception process, attitudes formation of attitude, Cognitive Dissonance Theory. Learning, theories of learning. Groups- types of groups, formation of groups, organizational Culture, determinants of culture and managing organizational culture. Conflict resolution, Learning Resources.

Module 5: Ethical perspectives in organizations-Ethics and Management- Determinants of culture, managing culture. Green Business, Innovation and Knowledge Management, sustainable development, and green development- corporate sustainability - Competitive advantage from corporate sustainability and responsibility. Compulsory five case studies to be discussed, preparation of reports on two organizational structures and levels

Books Recommended

1. Drucker, F. Peter, (2007). Management - Tasks, Responsibilities & Practices. 18th Reprint Allied Publishers, New Delhi.
2. Koontz H. and Heinz Wehrich, (2005). Elements of Management. 11/e, TMH.,New Delhi.
3. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). Management: A Global and Entrepreneurial Perspective, 12/e, TMH, New Delhi.
4. Stephen P. Robbins, David A. Decenzo, Sanghamtira Bhattacharya and Madhushree Nanda Agarwal, (2009).
Fundamentals of Management: Essential Concepts and Applications, 6/e, Pearson, New Delhi.

5. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., (2004).Management, 6/e, Pearson, New Delhi.

(CPT 1.2)BUSINESS ACCOUNTING

Module 1: Financial Accounting – Meaning and Scope, Concept, Convention, Principles and GAAP; Accounting System – Journals, Subsidiary Books, and Preparation of Financial Statements under Double Entry System

Module 2: Disclosure of Information, Indian Accounting Standards; IFRS – Basics, scope and application; Human Resource Accounting, Fixed Assets and Depreciation Accounting, Inventory Valuation

Module 3: Analysis of Financial Statements: ratio analysis – importance and limitations: liquidity ratio, capital structure/ leverage ratios, profitability ratio, efficiency ratio, Integrated ratio analysis -Du Pont Analysis; trend analysis; Common size statements

Module 4: CVP analysis: BEP, break even volume, Margin of Safety, break even chart, P/V ratio; Budgeting and Profit Planning – types of budget, budgetary control, Zero-based budgeting, performance budgeting: costs – types, Marginal costing, standard costing; cost control and cost reduction

Module 5: Statements of Changes in funds – Fund flow statement and Cash flow statements. Analysis and interpretation of 2 Company Annual Reports – Minimum 5 Case Studies,

Books Recommended:

1. Accounting for Manager – Lyrich, TMH
2. Financial Management – Khan & Jain
3. Accounting for Managers – Jawaharlal, HPH, Bangalore
4. Corporate Accounting – S. N. Maheswari, Vikas Publishing
5. Cost Accounting – Jain and Narang, Kalyani Publishers
6. Management Accounting – J. Made Gowda, HPH

(CPT1.3)GOVERNMENT SOCIETY & BUSINESS INTERFACE

Module 1:Business Environment: Environment Scanning-meaning, nature and scope, economic and non-economic environment, integration between internal and external environment, an overview of political, social, culture, legal, technological and global environment, industrial policies of post 1991,determinants and major issues of developments.

Module 2:Economic structure of India: Economic planning of India-transition from mixed economy to market economy, outline of public and private sector, characteristics and contribution of industrial, service and agricultural sector to Indian economy, regional and sectoral imbalance.

Module 3: Monetary and Fiscal system of India: Monetary policy - objectives, credit control tools, fiscal policy - objectives, budget, direct and indirect taxes. The role of RBI in regulating banking sector, Indian Financial system - money market and capital market - stock exchanging (BSC and NSC) and stock market reforms in India. Industrial finance in India -role of development financial institutions and commercial banks and NBFC's. The various problems of fiscal deficit.

Module 4:National income Accounting: Concept of GDP, national income, per capital income, national income accounting-estimation, trends, methods (income, product and expenditure) and difficulties of measurement in India, circulation/flow of income, business cycle and business forecasting. International Business Environment: India's international market place-its position and prospects

Module 5: International Business Environment: India's international market place-its position and prospects, issues in intellectual property rights (IPR) affecting Indian trade, WTO, MNC's, TNC's, FDI in Indian investment in foreign countries. An overview of FEMA, Budget analysis , RBI monetary policy analysis and interpretation and case studies.

Books Recommended:

1. Economic Environment- Mishra & Puri, HPH
2. Indian Economy- R Rudder Dutta & KPM Sudram, Sultan Chand
3. Economics for Management Texts and Cases- Mishra & Puri, HPH
4. Business Environment- Suresh Bedi, Excel
5. Essentials of Business Environments- K. Ashwathappa, HPH
6. Business Environment- Justin paul, TMH

(CPT 1.4) QUANTITATIVE METHODS

MODULE 1: Arithmetic Progression, GP business problems, Matrix, Ad joint, determinants, Inverse and their applications, calculus, derivations, maxima and minima, business problem, break-even problems, integration, definite and indefinite integrals and business problems. Time series analysis and Index numbers.

MODULE 2: Measures of Central Tendency- Mean, Mode and median and their business applications. Measures of dispersion- Range, Quartiles and standard deviation, Correlation and regression analysis, method of least square, Demand forecasting.

MODULE 3: Introduction to OR: Operations research concepts and scope, phases in OR. Introduction to LLP. Mathematical model formulation. Solving the LLP by simplex, Big-M and Graphical methods, duality, and Sensitive analysis. Assignment and transportation methods and problems

MODULE 4: Replacement analysis with and without time consideration, Sequencing, Johnson's algorithm for n jobs and two machines, solving the problems pertaining to n jobs two machines, n-jobs and 3-machines, n-jobs and m-machines, graphical methods of solving 2-jobs and m-machines.

MODULE 5: Game theory: Introduction, games with pure strategies, games with mixes strategies, Dominance property, Graphical, sub grouping and algebraic methods of solving the problems, Queuing models- single server and multi-server, Monte Carlo simulation applications, Decision theory and Decision tree analysis, Case Studies.

1. Operations Research - Theory and Applications, J.K. Sharma, Macmillan
2. Operation Research - Applications and Algorithms, Wayne L Winston Thomson
3. Operation Research - Prema kumar Gupta and D.S. Hira, Sultan Chand
4. Operation Research - AM Natarajan, P Balasubramannian etal, Pearson
5. Operation Research - An Introduction, Hamdy A Tha, PHI
6. Production and Operations Management, K Ashwathappa and Sridhar Bhat, HPH
7. Business Statistics - S P Gupta and M P Gupta, Kitab Mahal Publication, Allahabad
8. Statistical Methods - Dr. S P Gupta, Sulthan Chand and Sons, Educational Publishers, New Delhi
9. Mathematics and Statistics - Raghavachari
10. QT - for managerial decisions - Dr. C.R. Reddy, HPH
11. QT for Managers - Dr. H S Anitha, Managal Deep Publishers
12. Statistics for Management- Levin Richard and Rubin David

(CPT1.5) ECONOMICS FOR BUSINESS

Module 1: Nature, Scope and significance of managerial economics: Concepts of managerial economics, opportunity cost, incremental principles, time perspective, discounting and equi-marginal principles, decision making process in managerial economics. Firm-objectives and theories. Firm and industry.

Module 2: Demand Analysis: Meaning and types of demand, law of demand, exception to the law of demand. Elasticity of demand -price, income and cross elasticity, measures of elasticity of demand, use of elasticity in business decision making. Demand forecasting - meaning, methods and significations.

Module 3: Production and Cost Analysis: Basic concepts, production function with one and two variable inputs, laws of return to scale, least cost combination of inputs, economics and diseconomies of scale. Cost concepts-short run and long run, cost curves, law of supply and derivation of supply curves, elasticity of supply.

Module 4: Market Analysis: Meaning and types of market, price and output determination under various market structure-perfect competition, monopoly, monopolistic and oligopoly. Pricing policies: pricing strategies-penetration, skimming and loss leader pricing.

Module 5: Profit Analysis: Concepts and theories, nature and measurement of profits, break even analysis - meaning, assumptions and determination of break-even analysis.5 Compulsory Case studies to be discussed.

Books Recommended:

1. Managerial Economics - Dominick Salvatore, Thomson
2. Managerial Economics - D.N. Dwivedi, Vikas
3. Managerial Economics - Gupta & Mote, TMH
4. Managerial Economics- Theory And Application - D M Mithani, HPH
5. Managerial Economics - Analysis And Cases - Haynes, William Warren Etal, Himalaya
6. Managerial Economics - Varshney and Maheshwari, Sultan Chand.

(CPT1.6) MANAGERIAL AND IT SKILLS

Module – I: Manager – role, functions, skills – innovative leadership, team building, inter-personal communication, time management and negotiation skills – introduction; Successful IT Manager – attributes/qualities; IT management styles; Successful CIO (Chief Information Officer) behaviors.

Module – II: Team Building: team – meaning, characteristics of good team, creating harmony & balancing of skills; group – stages of group development - group dynamics, group culture, managing group/ team conflicts; **Leadership** – meaning, theories – situational leadership, basis of social powers, response to authority etc; leadership styles, delegating, importance of leadership

Module – III: Mentoring and building rapport – meaning, coaching vs. mentoring, coaching methods for individuals and team/ group, pre-requisites of mentoring and structuring the mentoring relationship; **Emotional Intelligence** – meaning, importance in organisational perspectives; **Time management** – setting of SMART goals, Prioritization and management of interruptions, scheduling; **Personality development** – meaning, modes and application

Module – IV: Information Systems in Business: Introduction of IS, Components; Business as an Information system, Types of IS – features, scope: MIS, TPS, DSS, ESS, OAS (Office Automation System), Knowledge/ Expert systems and Artificial Intelligence (AI), strategic information system (SIS), ERP, CRM, e-business/ e-commerce.

Office Programs: Working with MS WORD, MS EXCEL, MS POWERPOINT, Internet – email, accessing e-books, Journals. **Orientation** on emerging technologies in – IT, banking, health care, real estates, agriculture, manufacturing etc.,

Module – V: Information system security and issues: IPR (intellectual Property Rights); ethical issues – computer crimes, electronic data monitoring, and morality of IS usage; socio-cultural issues – social environment, development of trust, power asymmetry, policy implementation;

Books Recommended

- 1 Business Communication: Concepts, Cases and Applications: PD Chaturvedi & Mukesh Chaturvedi, Person Education.
2. Business Communication, Process and Product -Mary Ellen Guffey-Thomson Learning.
3. Basic Communication, Lesiker Flastley -TMH.
4. Advanced Business communication - Penrose, Rasberry, Myers-Thomson Learning.
5. Excellence in Business Communication - Bovee, thill – Pearson Education.
- 6.Avison & Fitzgerald Information Systems Development-Methodologies, Techniques and Tools, Mcgraw Hill.
7. Avison And Wood-Harper Multi View-An Exploration In Information Systems Development, Mcgraw Hill
8. Checkland, Systems Thinking Systems Practice- Wiley, Chichester

II SEMESTER

(CPT2.1) MARKETING MANAGEMENT

Module 1: Introduction to marketing and marketing management, marketing management philosophies, marketing concept-strategic management and marketing process-marketing environment-consumer markets and buying behavior-market segmentation and targeting and positioning marketing mix, 4P's and 5 c's.

Module 2: Product decision - concept of a product - product mix decision - brand decision - new product development strategies - product life cycle strategies - branding, packing, labeling. Price decision - pricing objective-pricing strategies - pricing policies and constraints - different pricing methods, product line pricing and new product pricing. Channel decision-nature of marketing channel-types of channel flow-channel functions-channel co-operation, conflict and competition

Module 3: Promotion decision-promotion mix-advertising decisions, advertising objective-advertising campaign-advertisement effectiveness-sales promotions strategies, Direct marketing, Tele marketing-e-marketing- internet and Mobile shopping.

Module 4: - Meaning, Importance and scope of MIS-Components of MIS – Process of MIS – Marketing decisions and MIS- Marketing research – Procedure of marketing research – Areas of Marketing research – Other marketing research considerations, Marketing Control.

Module 5: Marketing ethics and social responsibility, social and societal marketing concepts, consumer movement in India, rights of the consumer, responsibility of the consumer in India, benefits of consumerism, New trends in marketing-Holistic Marketing, Content Marketing, Social Media Marketing, Viral Marketing, Green Marketing, NGO marketing, Relationship marketing.

Books Recommended:

1. Philip Kotler: Marketing Management: Analysis, Planning and Control, PHI
2. Cundiff, Still & Govoni : Fundamental of Morden Marketing, PHI
3. Ramaswamy V S & Namakumari S: Marketing Management - Planning, Implementation and Control, Macmillan
4. Michael J. Etzel, Marketing, TMH
5. William O Bearden, Marketing principles and perspectives, International Edition
- 6 Advertising and Promotions IMC Perspectives, Belch and Belch - TMH
- 7 O'Guinn, Alien, Serpenik, Advertising and integrated Brand Promotion, Thomson Learning
- 8 S.A.Chunawalla - Foundation of Advertising - Theory and Practice - HPH
- 9 Advertising 'An IMC Perspective' - s. N. Murthy/U.Bhojanna – Excel
- 10 Advertising and sales promotions, Batra and Kazmi, Excel.

(CPT2.2) HUMAN ASSET MANAGEMENT

Module 1: HRM- Meaning, Definitions scope and functions, impact of HRM on performance, . HRD and HRM, HRD sub system. Role and functions of HRD professionals, Human Capital Management, HCM measurement and reporting, Changing role of HR Managers, HR policies classification of HR policies. Ethical dimension of HRM.

Module 2:, Work Force Planning- meaning and definitions, incidence of WFP Issues of WFP, job Analysis; Job Description and job Specification, Recruitment modern sources of recruitment, out sourcing, crowd sourcing, Temping, Selection, - steps in selection, Training and Development:, Methods -Training Need Analysis, Training Design, Training implementation and Evaluation .

Module 3: Performance Appraisal and Management. Methods of appraisal, 360 Degree appraisal, Ethical Issues in performance appraisal - Performance Management, performance Management process, Performance Management cycle, Performance Management & Performance Appraisal, potential Appraisal, performance Counseling- Competency Mapping. Steps in Competency Mapping, process of Competency Mapping. Promotions Transfer and Separation

Module 4: Employee Engagement, Drivers of Employee Engagement, enhancing overall employee engagement enhancing job engagement- competency based HRM, competency frame work, application of Competency based HRM, competency and Emotional Intelligence. Resourcing- Employee value propositions, Employer Brand, Employee Turnover, Talent Management – Process of Talent Management, Talent Management Strategy, Career Management Succession planning, Absence Management

Module 5: Compensation, Components of compensation; Methods of salary fixation; Performance linked compensation. Recent trends in Compensation-Human Resources Information system (HRIS), meaning functions and reasons and components of HRIS, e –HRM, Human Resource Accounting (HRA) methods of HRA, HR Auditing- HR Auditing process, Balanced Score card and HR Score Card, HR Bench Marking Compulsory Discussion of five case studies, preparation of mini project report.

Books Recommended

1. Gary Dessler and Biju Varkkey, 2009. Human Resource Management, 11/e, Pearson, New Delhi.
2. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, 2009. Human Resource Management, Houghton Mifflin Co., Biztantra.
3. Ian Beardwel and Len Holden, Human Resource Management (2007). Mc Millan., New Delhi.
4. Wendell French, 1998. Human Resource Management. Boston: Houghton Mifflin Co.
5. Mabey C and Soloman G. 1995. Strategic Human Resource Management, Oxford: Blackwell.
6. Rao T. V. 2004, Performance Management & Appraisal Systems. New Delhi: Sage Publication
7. HRM , Michel Armstrong.

(CPT 2.3) FINANCIAL MANAGEMENT

Module 1: Introduction, scope of financial management-evolution of financial management-goals of financial management-financial planning, financial decision area-organization for financial management.

Module 2: Basic techniques of financial management-time value of money-valuation of shares-risk and return of portfolios, CAPM, Sources of Capital ;Cost of capital --Cost of Equity, Cost of preference ,Cost of Reserves ,-Cost of Debt ,WACC.

Module 3: Capital structure decisions-measures of leverage, effects of leverage, leverage and valuation, theories of capital structure: NI, NOI, traditional approach, MM theory-leverage and value of firms, EBIT, EPS analysis-factors effecting capital structure-source of finance.

Module 4: Investment decision: Capital budgeting methods, non-discounted and time adjusted methods, risk and uncertainty in capital budgeting-options in capital budgeting. Capital Rationing. Dividend decisions- Walters Model,-Gorden Model

Module 5: Costing Concept, Various elements of costing, Working capital management-principles of working capital-factors affecting-receivables, cash, inventories management, working capital leverage, Techniques of inventory management, Credit Policy and Optimum Credit Policy, financing current assets. 5 Case studies to be discussed (one related to each model)

Books Recommended:

1. Financial Management- Prasanna Chandra, TMH
2. Financial Management- I.M. Pandey, Vikas Publishing House, New Delhi
3. Financial Management- Khan and Jain
4. Financial Management and Policy - James C. Vanttorn
5. Financial Management - S.K. Benerjee S. Chand

(CPT2.4) BUSINESS RESEARCH & ANALYSIS

Module 1: Research - Meaning - Types - Nature and scope of research - Problem formulation - Statement of research Objective - Value and cost of information - Decision theory - Organizational structure of research. Research process - Research designs - exploratory - Descriptive - Experimented Research.

Module 2: Introduction to Statistics - Estimation of Population parameters - Point of Internal estimates of means and proportions - Analysis - Hypothesis testing - Chi-square test - T test - F test.

Module 3: Methods of data collection - Observational and Survey methods - Fieldwork plan - Administration of surveys – Interviews - Training field investigators - Sampling methods – Sample size.

Module 4: Source of Data - Primary - Secondary data - Questionnaire Design; Attitude measurement techniques - Motivational Research Techniques - Selection appropriate - Statistical techniques - Correlation - Regression - Research Applications – Report preparations - Format - Languages - Scales - Tables - Pictures & Graphs - Comments.

Module 5: Introduction to SPSS and Other statistical software - Tabulation of data - Analysis of data - Advanced techniques - ANOVA – Discriminant Analysis - Factor analysis – Conjoint analysis - Multidimensional Scaling – Clustering method, Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: MLA & APA styles. Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Recommended Books

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.
4. Krisnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson laldas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.
6. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
7. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
8. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.

(CPT2.5) OPERATIONS & QUALITY MANAGEMENT

Module 1: Introduction- Operations Strategy and Demand Forecasting: Evolution of POM and Scientific Management, Production system, Decision Making in POM and Competitive advantage, Global Business Conditions, Recent Trends in POM. Role of Operations Management in Strategic Management, Operations Strategy in Services.

Module 2: Production Process & Layout and Services Design and Operations: Designing of Product, Factors Influencing the product design, process design and planning, Types of Process designs, Long Range Capacity Planning, Facility Location, Facility Layout, Manufacture Facility Layouts, Service Facility Layout, Flexible Manufacturing and Lean systems, Computer applications.

Module 3: Production planning and control functions, Types of PPC, Aggregate Planning, Capacity Planning, Material Requirement planning (MRP), Capacity Requirement Planning, Product-Focused and Process-Focused operations, Introduction to CPM and PERT, Comparison of PERT and CPM, Scheduling and Control Charts, Crashing CPM Networks.

Module 4: Materials and Inventory Planning and Management: Objectives of Inventories, Q and P System, ABC, VED Analysis EOQ and other inventory methods, Concepts of SCM, Process of SCM, Purchasing Process, Purchase Policies and vendor Ratings, Make or Buy Analysis, Introduction to e-business, Concepts and Benefits of JIT.

Module 5: -Concept of Quality, Masters of Quality(Deming, Crosby, Ishikawa, Taguchi) Traditional Quality Management, Statistical Quality Control, Control Charts, Total Quality Management, QFD, Quality Circles, kaizen, pokayoke. Acceptance Plans and Criteria, Six Sigma. Quality Management systems, ISO 9000 and 14000 Standards, Quality Audit, Quality awards. One manufacturing visit report to be submitted and case studies.

Books Recommended:

1. Production and Operations Management, by K. Aswathappa and K Shridhara Bhat, HPH
2. Operations Management by Norman Gaither and Greg Frazier, South Western Cengage Learning
3. Production and Operation Management, Evercrtt Adam Jy. Ronald, Ebert, PHI
4. Production and Operation Management, R Panneer Salvam, PHI
5. Production and Operation Management, Chary S.N, TMH

(OEP 2.6) ENTERPRISE MANAGEMENT AND SOCIAL RESPONSIBILITY

Module-1 Business planning - need, use and overview, idea generation, Brain storming, setting goals, vision mission, Environment Analysis - identification of Business Opportunity;. Financial and Technical Evaluation; Project formulation; Project Report. Incubation Centers: Types, Science and Technology Entrepreneurs Parks (STEP); Incubation centers as the first step in setting up start-up firms.

Module 2 Preparing a Business plan, industry analysis and trends, competitive analysis. Financial support- SIDO, SIDBI, DIC, SSIC, SFC, launching of new venture.

Module 3 Trends in entrepreneurship- women entrepreneurship - role of women and society, challenges to women entrepreneurship, benefits of women entrepreneurship. Rural entrepreneurship, need, problems, challenges, opportunities, benefits and government role, virtual enterprises, Technology driven entrepreneurship and Social entrepreneurship

Module 4 Concept of Social Responsibility, Social Responsibility of business towards different groups (owners, employees, customers, Business dealers, Competitors, government and community) principles of CSR, Code of conduct for CSR, components of CSR, dimensions of CSR, implementing CSR strategy, - Whistle Blowing- meaning and definition, features of WB, - Types of WB, Motives of WB, Evaluation of WB, Advantages of WB, creating a WB culture in organization.

Module 5 Sustainability Climate change and entrepreneurship, concept and meaning of climate change, impact of global warming, meaning of sustainability, need for sustainability in business, entrepreneurship and sustainability. Compulsory discussion of five case studies, preparation of business plan for two businesses of your choice. Preparing report on CSR endeavors in India (Tata group, Infosys, Birla)

Books Recommended

1. Donald L. Sexton and Raymond W. Smilor (1986). The Art and Science of Entrepreneurship. Ballinger Pub. Co. Cambridge: Mass.
2. Anthony C. Warren, Jack M. Kaplan (2006). Patterns of Entrepreneurship Management. Wiley.
3. Hisrich, Robert D and Peters Michael P. (2008). Entrepreneurship, Tata-McGraw Hill.
4. Timmons, Jeffrey and Spinelli, Stephen (2006). New Venture Creation- Entrepreneurship for the 21st Century, 6/e, McGraw Hill/ Irwin.
5. politics, Ethics and Social Responsibility of Business by Sunita, Paragon Books Daryaganj- New Delhi .
6. Information Technology Entrepreneurship and Innovation by Fang Zhao.

III SEMESTER

(CPT3.1) CORPORATE STRATEGIC MANAGEMENT

Module I Introduction- Strategic Management process -Evolution of business policy as a discipline-Concept of strategic management strategy, Strategy formulation-stakeholders in business-Vision, mission and purpose-Business definition, objectives and goals, Strategy, Types of strategies, Balanced Scorecard, Strategic plan.

Module II : Appraisal of External and Internal Environment -Tailoring strategy to fit specific industry, Strategic analysis and choice-Environmental Threat and Opportunity Profile (ETOP)-Organizational Capability Profile-Strategic Advantage Profile- Corporate Portfolio Analysis, Porters five forces model of competition. SWOT Analysis-Synergy and Dynegy. Mc Kinsey's 7s Framework – BCG & GE 9 Cell Model. SPACE analysis, Competitive advantage, Value chain and Benchmarking,

Module III: Corporate, Business and functional level strategies- Generic strategies-low Cost, Differentiation, leadership focus, Long term and grand strategies Expansion, retrenchment and Conglomerate diversification, Innovation, Forward and backward Integrations, Restructuring and turnaround strategies, Joint ventures, Collaborations, strategic alliances, Mergers and acquisitions.

Module IV : Strategy implementation- issues of implementation, Resource Allocation - Budgets - Organization Structure - Matching structure and strategy - Behavioral issues - Leadership - Corporate culture - Values - power- Functional issues - Functional plans and policies - Financial, Marketing, Operations and Personnel plans and policies. Strategic intent.

Module V: Strategic Control and New models - Strategy Evaluation and Strategic Control and I Analyzing variances, Strategic Information Systems, E-Commerce, M-Commerce Business Models and Strategies - Internet Strategies for Traditional Business. Business process re-engineering. A minimum of 5 cases encompassing the above topics to be analyzed and discussed in the class.

Books Recommended:

1. Business Policy - Azhar Kazmi
2. Strategic Management - Concepts and Cases - Arthur A. Thompson Jr. and A.J. Strickland
3. Management Policy and Strategic Management (Concepts, Skills and Practices) - R.M. Shrivastava, PHI
4. Business Policy and Strategic Management - P. Subba Rao, HPH
5. Strategic Management - John A Pearce and Robinson
6. Strategy & Business Landscape - Pankaj Ghemawat
7. Strategic Planning Formulation of Corporate Strategy - Ramaswamy
8. Strategic Management and Business Policy, Lawrence, Mc Graw Hill
9. Strategic Management, TV Rao, Excel

(CPT 3.2) CORPORATE GOVERNANCE AND BUSINESS ETHICS

Module 1: Meaning, Definition, Importance of Business Ethics – Values and Ethics – Nature and Goals of Business Ethics, – Morality, Virtues, Social Ethics – Business Ethics and Law – Ethics in Work Place – Ethical Decision Making, Concepts and Theories of Business Ethics- Normative theories – Ethical theories in relation to Business – Management and Ethics.

Module 2: Ethics and Indian Business – Impact of Globalization – Reasons for Unethical Practices among Indian Corporations – Development of Indian Capital Markets – Major Indian Scams – Reasons for Unethical practices – Various studies on Ethical Attitudes of Managers.

Module 3: Marketing Ethics- Product Safety and Pricing – Strict Products Liability – Ethical responsibility in Product- Advertising and Target Marketing – Ethics of Sales, Advertising and Product Placement – Consumer Autonomy, Ethical Issues in Human Resource Management - Genesis and Growth of HRM – HR related Ethical issues – Institutional Culture – Financial Management and Ethical Issues – Frauds in Banks – Measures Against Bank Frauds – Constraints to Ethical Practices Indian Nationalized Banks – Frauds in Insurance Sector- Cases.

Module 4: Origin and Development of Corporate governance, Difference between governance and Management, Purpose of good governance, corporate Social responsibility corporate Governance Mechanism: emphasis on Process and Corporate Governance (Transparency Accountability and Empowerment) Governance and ethics, corporate ethics, corporate codes of ethics, professional ethics.

Module 5: Agents and Institutions in Corporate Governance: Rights and Privileges of Shareholders-Investors’ Problems – Other stakeholders-Board of Directors- Role of Auditors- Duties and -responsibilities of Auditors. Key issues in corporate governance, Role and composition of the board, remuneration of directors and senior executives, accounting and audit, relations with shareholders and other stakeholders. Compulsory discussion of five case studies, Report on ethical practices of five Indian companies

Books Recommended:

1. A.C.Fernando: Business Ethics, Pearson Education, New Delhi, 2009
2. Manuel G. Velasquez: Business Ethics, PHI Learning, New Delhi, 2010
3. Daniel Albuquerque: Business Ethics, Oxford University Press, New Delhi, 2010
4. S. Prabakaran: Business Ethics and Corporate Governance, Excel Books, New Delhi, 2010
5. R.C.Shekhar: Ethical Choices in Business, Sage Publishers, New Delhi,2009
6. Bob Tricker: Corporate Governance, Oxford University, New Delhi,2010
7. Subash Chandra Das: Corporate Governance in India, PHI Learning, New Delhi 2009
8. David Martin: Corporate Governance, Viva Books, New Delhi, 2010
9. Jayasree Suresh,B.S.Ragavan: Human Values in Professional Ethics, Sultan Chand, New Delhi,2009
10. S.K Mandal: Ethics in Business and Corporate Governance, TMH, New Delhi, 2010.

SPT (3.3) -FINANCE

(SPT3.3.1) FINANCIAL INSTITUTIONS AND SERVICES

Module I :Financial System in India: Concepts, financial assets, intermediaries, classification of market – money market and capital market; money market instruments—call money market, treasury bill market, commercial papers, certificates of deposit, short term loan market, foreign exchange market; interbank participation certificate, repo instrument, structure of Indian money market, recent development.

Module II: Banking & Insurance: Indian Banking System: An Overview, RBI Act 1935, Banking Regulation Act 1949, Regulation by other Institutions, Insurance Regulation Development Authority (IRDA), the structure of insurance industry and players - Economics of insurance business - Value chain analysis. Microfinance and Rural banking.

Module III: Financial services – overview, classification, non-fund based activities, innovative financial instruments, challenges facing financial service sectors – Hire purchase – concepts and characteristics; Leasing Financial Rationale, Evolution of Indian Leasing industry – genesis, break even lease rental, negotiation lease rental, concepts of gross yield and On yield, Gross yield based pricing, IRR based pricing, lease v/s buy decision, assessment of lease related risks; product profile, legal tax and accounting aspects of leasing in India.

Module IV: Venture Capital Financing: concept, features, scope, importance, development of VC funds, structure, regulatory framework in India; Investment Process and evaluation – conventional method, the first Chicago method, revenue multiplier method, investments nurturing methodologies; valuation of venture capital portfolio – performance of TDICI and other venture capital firms in India, exit strategies of Venture capital, Financing for VCF developments in India.

Module V: Factoring and Bill Discounting: concept, process, features, functions of a factor, legal aspects, financial evaluation of factorial services, cost of factoring, decision analysis for factor services – factoring scenario in India; *Credit rating*: concept and utility of ratings, credit rating agencies in India and their performance, financial dimensions of credit rating methodology – types of rating and symbols; *Securitization of debt*: meaning, features, special purpose vehicles, pass through certificate and mechanism. 5 Case studies to be discussed.

Books Recommended:

1. Management of Financial Institution, Alexandar Rabicheck, Allen B Coleman, Driden Press, USA
2. Financial Institutions and Markets, Meir Kohn, TMH
3. Financial Services, M.Y. Khan, TMH
4. Financial Markets and Institutions, CM Bhole, HPH
5. Indian Financial Systems, M.Y. Khan, Vikas Publishing

(SPT3.3.2) INTERNATIONAL FINANCIAL MANAGEMENT

Module 1: International Financial Environment – an overview, Growth and Importance of MNC/ MNEs, IFM and domestic financial management – goals & functions: International Monetary System – evolution of Gold standard, Bretton Woods and Exchange rate regimes since 1973.

Module II: International Flow of Funds: Balance of Payments – structure, equilibrium, disequilibrium; Exchange rate mechanism; Factors influencing exchange rate determination; nominal, real and effective exchange rates; Parity Conditions and theories of PPP, IRP, International Fisher Effect, Alternative Theories of Exchange Rate Behaviour

Module III: Foreign Exchange Market – structure, functions, exchange rate quotations, Spot and forward, Futures, Options and Swaps - terminology, features, types of transactions – arbitrage Foreign Exchange risk exposure – measurement and management; Hedging risk using forwards, currency futures and options, gains or losses to the option traders; speculation in derivative market.

Module IV: International Investment Decisions: FDI; Global Capital Budgeting, International Portfolio Investment; International Capital Markets: Euro currency market, emerging Asian Financial Markets, Instruments in International Capital and Money Markets - ADR, GDR, FCCBs, Syndicated loans. Cash Management Systems, Letter of Credit, Financing by Govt. Export agencies

Module V : Basic Provisions of Foreign Trade Policy (Export - Import), EXIM procedure, FERA 1976 and FEMA 1999.5 Case Studies to be discussed

Books Recommended:

1. Sharan, Vyuptakesh, International Financial Management, PHI Learning Pvt Ltd.
2. Apte P. G., International Financial Management, Tata McGraw Hill Education (2011)
3. International Financial Management - PG Apte, TM Hill Edn.
4. 2. Foreign Exchange Arithmetic- C Jeevanandam - Sultan Chand & Sons.
5. 3. Multinational Financial Management- Alan C Shapiro, John Wiley Edn.
6. 4. Multinational Business Finance- David K Eitman Arithur I Stonehill, Michael H Moffett - Pearson Education Edition.
7. 5. Bare Acts of FEMA 1999, FERA 1976, and Basic Policy Booklet of Foreign Trade Policy.

(SPT3.3.3) EQUITY MARKETS & RESEARCH

Module 1: Concept of Shares, Types of shares, Equity markets, Primary markets operations, Secondary markets, Initial Public Offer (IPO), terms associated with book building. Depository participant D MAT, Buyback of shares, Bonus shares, Stock Splits, Price fixing and allotment of shares.

Module 2: Pricing and timing of a new issue Underwriting and marketing of a new issue, Private placement, and raising funds by non-equity instruments, CCPS, Convertible debentures, Debenture by public sector undertakings. Dividend behavior of Indian companies

Module 3: Securities and exchange board of India (SEBI) , capital issues, controller of capital issues, malpractice, deficiencies in the market, SEBI objectives, guidelines, , OTCEI, OTC, NSE, stock exchanges.

Module 4: Stock Market Indices – BSE Sensitive & National Indices, BSE 200, RBI Index, NSE Index, Dollex and “Foreign market indices, construction of securities market indices, stock Market and bond market indices, online trading, Practical aspects of online trading,

Module 5: Mutual funds - Types and schemes, regulatory frame work, performance NAV concept-Resource mobilized problems and prospects of mutual funds in India, Stock market visit and virtual games on stock markets, case studies to be discussed.

Books/Resources Recommended

1. Investment Management- V.K. Bhalla S Chand
2. Investments- Sharpe WF. Alexander, GJ PHI
3. Investment Analysis and Management- Francis, TMH
4. www.nseindia.com
5. www.bseindia.com

SPT3.4-HRM

(SPT3.4.1)LEADERSHIP IN ORGANIZATIONS

Module1: Introduction, Roles of leaders- Functions and challenges-Leadership and Management- leadership and followership-leadership and situation- Leadership and Power-leadership and values.

Module2: Leadership Traits Personality traits and leadership- Intelligence and leadership- Emotional intelligence and leadership- Qualities of an effective leader- Leadership behavior- Leadership skills - Competencies of global leader.

Module 3:Leadership Styles and Theories, Autocratic and free-reign leadership- Participative leadership, delegation and empowerment- Transactional, Transformational, Transitional leadership- Charismatic leadership- Great man theory- trait theory- behavior theories- Contingency and situational theories. Managerial Grid.

Module 4: Strategic Leadership, Importance of strategic leadership-Constraints on executives-The role of leaders in change Management- Leaders influencing organizations to reach peak performance and excellence.

Module 5: Developing Leadership Skills, Leadership training programs-designing effective training- Special techniques for leadership training-Learning from experience- Development activities- Leadership development in MNC's- A system perspective on leadership development. Universal leadership practices. Compulsory discussion of five case studies – preparation of report on ten Successful CEO's at National and Global level.

Books Recommend

1. Gary Yukl (2006). Leadership in Organizations, 6/e Pearson Education.
2. Richard L Hughes, Robert C Ginnet, Gordon Curphy (2001). Leadership- Enhancing the
- 3.Lessons of Experience. Mc Graw Hill Company uBrin (2008) .
4. Leadership Research Findings, Practice and Skills, 4/e, Wiley India.

(SPT3.4.2)INTERNATIONAL HRM

Module 1: Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, variables determining difference between domestic and International HR, talent management and international business ethics and HRM.

Module2: Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

Module3: Recruitment, Selection and staffing in International context: advantages and disadvantages of different selection methods, Selection criteria and techniques, use of selection tests, interviews for international selection different approaches to multinational staffing decisions, recruitment methods Training and development in international context: Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies

Module 4: Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, International Compensation: Forms of compensation and factors influencing Compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

Module 5: International Labour Relations: Key issues, response of labour unions to MNCs. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China. Compulsory discussion of five case Studies.

Books Recommended

1. International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
2. International Human Resource Management - Peter J. Dowlin Denise E. Welch, Cengage Learning.
3. The Global Challenge: Framework for international human resource management - Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
4. International Human Resource Management - Tony Edwards, Chris Rees, Person Education.
5. International Human resource Management – Rao P. L, Excel Books.
6. International Human resource Management – Chris Brewster, University Press.

(SPT 3.4.3) MANAGEMENT OF TRAINING AND DEVELOPMENT

Module 1: Training – Introduction, Meaning, definitions and importance, Training and Development, Roles, responsibilities and Skills of trainer, relevance of Training and development, Training and HRD, Training process, principles of Training , Edifice of effective Training System,

Module 2: Training Need Analysis, Methods and techniques of TNA, organizational support for TNA, Organizational Analysis, Task Analysis, person Analysis, requirements Analysis, methods and techniques of TNA, Approaches to TNA- Training Design- Designing a Training Programme, Constraints in designing a Training programme, types of cost involved in Training programme.

Module 3: Learning -principles of Learning , Trainers Role in Trainee's Learning , -Learning principles, Learning process, Learning cycle, Kolb's Learning cycle, Learning styles, Learning Theories- Reinforcement Theory, social Learning Theory, Need Theory, Expectancy theory and their implications on Training and Development Learning Curves, Andragogy for Adult Learners, Difference between Pedagogy and Andragogy, Experiential Learning, online Learning, Programmed Learning .

Module 4: Types of Training - on the job methods- knowledge based , Simulation based, Experiential Based, off the Job methods, Training Approaches, - Teaching Aids for Training , Selecting appropriate Training Aids, emerging Training technologies- CD ROM and interactive multimedia, Web based Instruction, Intelligent Tutoring systems, Virtual Reality Training .

Module 5: validation and Evaluation of Training - methods of validation, Trainee's validation, need for Evaluation , Evaluation principles, Evaluation approaches, types of Evaluation instruments, Evaluation designs, types of Evaluation , and Dimensions of Training Evaluation , Training audit, benefits objectives functions levels of Training Audit, Steps in Training Audit.

Books Recommended:

1. Training and Development – Dr.B. Janakiraman, Biztantra, Daryaganj, New Delhi
2. Employee Training and Development , Raymond A Noe, tataMcGrawhill
3. Training and Development- concepts and practices, S.K Bhatia, deep and Deep publication, new Delhi
4. Training and Development S.K Sahu, excel books
5. Training and Development Pandu Naik, Excel books

SPT3.5-MARKETING

(SPT3.5.1) SALES & DISTRIBUTION MANAGEMENT

Module 1: Introduction to Sales Management and Evolution, Sales management strategy , Personal selling, Sales organization, Recruitment and selection , Compensation and Motivation of sales force, Monitoring and performance appraisal, Planning of promotion of sales force, sales forecasting, quotas and territory management, sales budgeting and control.

Module 2: Sales management information system and sales training, Internet as an emerging selling techniques, direct marketing, International sales management. Sales display and sales promotion, sales promotion strategies, sales promotion budget and evaluation types and techniques of sales promotion. Customer interaction management

Module 3: Distribution system, Distribution costs, control and customer service, Selection of channels. Selecting suitable channel partner, Role function of channels of distribution, Selection and Motivation of distribution channels, Motivation tools of distribution channels, distribution Analysis,

Module 4: Physical distribution management, logistics for customer sales factors, transportation and warehousing, new techniques of managing distribution, Retail selling, distribution of selling. Emerging of marketing channels-An overview in context of 21st Century

Module 5: Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance Selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills, Problem Solving Process Problem Definition Techniques. Stages Prospecting (process & Methods) Handling customer objections-Methods of Closing Sale, Role plays and Case studies to be used as pedagogic methods.

Books Recommended:

1. Sales and distribution management, text and cases by Dr. S.L.Gupta
2. Sales and Sales management by Ralph W.Jackson, Robert D. Hisrich, Prentice Hall
3. Sales management by R.K. Srivastava , Ernest Cyric De Run, Kim Shyam Fam, Excel books, 2008
4. Sales management, decisions, strategies and cases by Richard R Still, Edward W Cundiff, Norman AP Govani, Pearson education-2007.

(SPT3.5.2) INTERNATIONAL MARKETING

Module 1: Framework of international marketing: Definition - scope and challenges - difference between international marketing and domestic marketing - the dynamic environment of international trade - transition from domestic to international markets - orientation of management and companies. Global e-marketing, new technologies change the rules of competition, components of the electronic value chain.

Module 2: Developing a global vision through marketing research: Breadth and scope of international marketing research - problems in availability and use of secondary data - problems in gathering primary data - multicultural research – a special problem - research on internet - a new opportunity - estimating market demand, Identifying foreign markets - classification based on demand - based on the stage of development - other bases for division of world markets. Global marketing management – Marketing and organization, global perspective – global gateways – global marketing management –organizing for global competition.

Module 3: FDI: Introduction, licensing, strategic alliances, manufacturing subsidiaries, entry modes and marketing control, optimal entry strategies. Global distribution- Introduction, distribution as competitive advantage, rationalizing local channels, wholesaling, retailing, global logistics, parallel distribution, Global Channel Design International retailing International¹ expansion of retailers - international retailing defined - retail format - variations in different markets-general merchandise: retailing - issues in international retailing.

Module 4: Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and positioning, price quotation - INCO terms - preparation of quotations. Promotion Decisions - Promotions - international advertising - sales promotion in international markets — international advertising - direct mailing - personal selling - exhibition - generic promotions in international marketing.

Module 5: The future of global marketing: Six major changes in global marketing, New trends in international marketing. 5 Case studies to be discussed

Books Recommended:

- 1 International Marketing - Cateora. Graham - TMH
- 2 International Marketing - Varshney, Bhattacharya - S Chand
- 3 *Global marketing* Management - Warren Keegan - Pearson / PHI,
- 4 Global Marketing, Johny K. Johannson, TMH,
- 5 International Marketing - Dana - Nicoleta, Lascu - Biztantra
- 6 International marketing – Francis Cherunillam – HPH
- 7 Global Marketing Strategies, Jean-Pierre Jeannet, Biztantra
8. International Marketing: Analysis and Strategy - Sak Onkvisit, Johnshaw - Biztantra,
9. International Marketing - Rakesh Mohan Joshi - Oxford
10. International Marketing - Michael Czinkota, Illka A Ronkainen – Thomson
11. International Marketing - R Srinivasan – PHI

(SPT 3.5.3) INTERNET MARKETING AND E-COMMERCE

Module 1: Introduction to Internet age and marketing, marketing in an information-intensive environment, Customer behavior in the future, the internet and international marketing.

Module 2: Implications of the Internet age for marketing, implications of the Internet for Consumer Marketing, Data mining in marketing, Data warehousing

Module 3: Improving marketing productivity in the Internet Age, product innovation in the Internet age, developing products on Internet time, Re intermediation and disintermediation in the internet age, pricing in the internet age, advertising in the internet age, sales and customer and customer service in the internet age, building meaningful relationships through dialogue

Module 4: Introduction to E-Commerce: Its meaning, Framework, The anatomy of E-commerce applications, E-commerce Consumer applications & E-commerce organization applications.

Module 5: Types of E-payment systems, Digital token based, smart cards, Credit card based E-payment systems, Risk and E – Payments systems, Designing E-payment systems, Electronic Data Interchange, EDI applications in business -legal, security and privacy issues. Internal commerce, Supply Chain Management, types of digital documents & corporate data ware houses. Demo of E – banking system, payment methods.

Text books Recommended

1. Frontiers of E-commerce by Ravi Kalakota and Andrew B. Whinston-Pearson Education
2. E-commerce-The cutting edge of business by Kamalesh K. Bajaj & Debjani Nag, Tata Mc Graw Hill, New Delhi.
3. Internet Marketing – Sheth, Eshghi, and Krishnan – Harcourt

(OEP3.6) SOFT SKILLS AND PERSONALITY DEVELOPMENT

Module 1: Communication Importance and benefits, process of communication, Forms and types of Communication, Verbal & Non-verbal communication, Barriers to Effective Communication, Overcoming Communication Barriers, and Seven C's of effective Communication. Listening, Anatomy of poor listening, Strategies for improving and effective delivery of oral presentations and messages, Strategies for an effective nonverbal delivery.

Module 2: Soft skills, Determinants of Soft skills, difference between Soft Skills and Hard skills importance of soft skills, decision making skills, problem solving, positive and creative thinking – lateral thinking, critical thinking, elements, importance and need for increasing Critical thinking- Goal setting- Importance of Goals, Dreams vs Goals, why Goal setting fail? SMART (Specific, measurable, Achievable, Realistic, and Time Bound) Goals, art of prioritizing do's and don't's about Goals.

Module 3: Personality: Meaning & Concept, Personality types, Dimensions of personality, Determinants of personality. Self-esteem, symptoms, advantages, Self-awareness- Johari window,- Personality Development, Techniques in Personality development - Self-confidence - Mnemonics - Goal setting - Time Management and effective planning body language, Assertiveness, problem solving, Norms of Social Behaviour - Good manners and etiquettes.

Module 4: leadership. Qualities of a leader, Styles of leadership, Functions of leadership –, Team work, Time management, work ethics, management of change, leadership and team working, Self-empowerment and Team management, stress management.- interpersonal relationship.

Module 5: Personality Development and communication Neuro linguistic communication and personality, Neuro linguistic change- Steven Covey's 7 habits of highly effective people and personality, Dale Carnegie and personality portfolio, fitness of mind and body through yoga, Meditation and pranayama's. Activities and exercises to be conducted under each module compulsorily and report should be submitted to the department.

Books Recommended:

1. Personality Development- E.B Hurlock- Tata McGraw Hill
2. Business Communication and Personality Development- Biswajeet Das and Ipseeta satpathy- Excel books New Delhi.
3. Personality Development and Soft Skills-Barun.K Mitra- Oxford University Press

IV SEMESTER

(CPT4.1) LEGAL FRAME WORK FOR BUSINESS

Module 1: Introduction to Business Law-Law and Society, Law and Business, Branches of Law Bird's Eyeview of Constitution of India, - Fundamental Rights (Article 12 to 16, 19, 21) Directive Principles of State Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Intercourse of Trade and Commerce, Structure of Judiciary and Judicial Administration

Module2: Business Contract, - Law relating to Indian Contract Act, 1872: Formation of Contract-Essentials of a Valid Contract- Discharge of Contract and Remedies for Breach of Contract. Sale of Goods Act, 1930: Essentials of contract of Sale of Goods- Conditions and Warranties-Performance of Contract of Sale-Unpaid Seller and his rights-

Module 3: Indian Companies Act, 1956: and recent amendments to Company's Act. Salient features of a company-Types of companies-Memorandum and Articles of Association, Securities and Exchanges Board of India (SEBI) Act, 1992: SARFESI Act,

Module 4: Information Technology and Right to Information- Information Technology Act, 2000: provisions - - Digital Signature-Cybercrimes and penalties, Law relating to Right to Information Act, 2005: - Legal provisions relating to right to information. Consumer protection Act 1986.

Module 5: Negotiable Instruments Act, 1881 – Concept and Features of Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instrument, Holder, Dishonor and Discharge, bouncing of cheques, Competition Act, Basic concepts of Environment law and IPR.

Books Recommended:

1. M.C. Kuchhal - 'Business Law' Vikas Publishing House Pvt. Ltd.
2. B. S. Moshal –'Business and Industrial Law', Ane Bokks India
3. S.N. Kulkarni- 'Laws Regulating Business', Diamond Publications
4. Dr. Farroq Ahmed- 'Cyber Laws in India', Pioneer Books
5. S.S. Gulshan-Mercantile Law'
6. Arshad Subzawari- 'The Consumer Protection Act'
7. R.P. Maheshwari and S.N. Maheshwari- 'Principles of Mercantile Law'
8. N.D. Kapoor- 'Elements of Mercantile Law'
9. S.K. Dasgupta- 'Commercial and Industrial Law'
10. A.K. Sen and J.K. Mitra- 'Commercial and Industrial Law'
11. Professional Publication-'Right to Information Act'

(CPT4.2) INTERNATIONAL BUSINESS

Module 1: International Business Environment - Globalization - Forces, Meaning, dimensions and stages in Globalization - Kenchi Ohmae Model - Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler - Trading Environment of International Trade - Tariff and Non-tariff Barriers - trade Blocks - Rise of new economies like Japan, South East Asia and China. . . .

Module 2: Country Risk Analysis - Political, Social and Economic - Cultural and Ethical practices - Responsibilities of International Business - Economic crisis of Brazil, Mexico, India, South East Asia and Argentina. Managing Multinational Enterprises - Problems and Potential - Multinational Service Organizations – Indian companies becoming Multinational - Potential, Need and Problems.

Module 3 : Introduction to International Financial Management - Balance of Trade and Balance of Payment - International Monetary Fund, Asian Development Bank and World Bank - Financial Markets and Instruments – Introduction to Export and Import Finance - Methods of payment in International Trade. Bilateral and multilateral trade laws - General Agreement on Trade and Tariffs, (GATT), World Trade Organization - Seattle and Doha round of talks – Dispute settlement mechanism under WTO - Problems of Patent Laws – International convention on competitiveness.

Module 4: International Marketing - Entry strategies - Market selection – Barriers. Global sourcing and its impact on Indian Industry - Globalization and internal reform process - India's competitive advantage in industries like IT, Textiles, Gems & Jewelers etc. - Potential and threats.

Module 5: Instruments of Trade Policy: Theory of Tariffs, Tariffs and income distribution – optimum Tariffs, effects of Tariffs. Non-Tariff barriers – Quotas, Exchange control and other Quantitative restrictions, international cartel, dumping, International agreements and services, TRIMS, TRIPS, BOP, New trends in international business, 5 Case studies to be discussed,

Books Recommended:

1. International Business Environment - Sundaram and Black
2. International Business Environment - Bhalla and Raju
3. International Financial Management - P.G.Apte
4. International Business - Francis Cherulinam
5. International Business - Rao and Rangachari
6. Export Management - Rathod
7. Global Business Today - Charles Hill
8. International Business - Charles Hill
9. International Business Environment & Operations - John Daniels

SPT 4.3 – FINANCE (GROUP I)

(SPT4.3.1) TAXATION MANAGEMENT

Module 1: Direct and indirect taxation – Income tax Act 1961 - Basic concepts, residence, source of income, accrual, deemed accrual, income tax total exemption, income under the head "salaries", and income from house property.

Module 2: Profits and gains of business or profession, capital gains, income from other sources. tax evasion, Income tax authorities.PAN.

Module 3: Income of other persons included in assessee's total income, self-off and carry-forward of losses, deductions from total income. Employee Tax planning. MAT.

Module 4: Wealth Tax Act: Entire Act with basic provisions, basic case laws and simple applications.

Module 5: Elements of Excise Act, Customs Act, VAT and Service Tax Act, Concept of GST.

Books Recommended:

1. Direct Taxes Law And Practice - Dr. Vinod Singhania And Dr Kapil Singhania -Taxmann
2. Indirect Taxes Law And Practice - V.S.Datey Taxman
3. Financial Acts of Relevant Financial Years
4. Income Tax Law And Practice, T N Manoharan
5. Guide To Tax Planning, R N Lakhotia

(SPT4.3.2) FINANCIAL DERIVATIVES AND RISK MANAGEMENT

Module 1: Financial derivatives: Introduction, Definitions, features of financial derivatives. Types -Profile of derivatives markets - uses of derivatives - Critiques of derivatives - Myths about derivatives.

Module 2: Regulation of Financial Derivatives - Structure of the market - Securities listing and groupings- Trading systems, Derivatives Regulations in Indian stock market - genesis of regulations in Indian stock market - Risk containment in Indian Derivative market.

Module 3:An overview of risk, Risk identification, risk insurance and management - Principles of insurance and insurance contraction - Risk management and Insurance Industry - Selection and Implementation of risk management - Techniques using insurance.

Module 4: Management / Insurance companies - Functions and organization of insurers- Product design and development – Underwriting Claims Management - Insurance pricing - insurance marketing - Insurance intermediaries - Financial management in insurance industry - information technology in insurance industry.

Module 5: Risk management using futures and forwards – SWAPS - currency swaps - Valuation of currency Swaps - Risk *management using* options - Factors Affecting options. Black and Scholes model. Pricing, risk assessment and management - Risk analysis, exposure of physical assets - Financial Assets and human Assets, Exposure to legal liability - Risk management measurement and control.

Books Recommended:

1. Financial Derivatives - S.L.Guptval, PHI
2. Securities Market in India - Krishnan Bal And Natra, Kanughkal Publisher - New Delhi
3. Derivatives Securities - Tumbull And Jarrow, Thomson.
4. Financial Derivatives – Kolb, Robert W, Johnwileg, Newgovle
5. Derivatives - Sananatian, TMH
6. Introduction To Risk Management - P.K.Gupta, HPH
7. Risk Management And Insurance - William Smith And Young, MGH
8. Options And Futures- Dubofsky, M G H
9. International Risk And Insurance - Skipper, MGH

(SPT4.3.3) INVESTMENT MANAGEMENT

Module 1: Introduction to Securities and Investment: concept, Investment v/s speculation, Investment objectives, investment decision process, sources of investment information, investment constraints, and investment strategies during economic growth and recession.

Module 2: Risk and Return analysis: Components of Risk, types, systematic and unsystematic risk, precise measure of risk – beta co-efficient, Measurement of Return - historical return, CAPM, SML, CML, Portfolio risk – Markowitz model, Sharpe’s model, Factor model and arbitrage pricing theory.

Module 3: Security Analysis: Fundamental Analysis – EIC analysis (Economic, Industry, and Company), factors/ indicators of risk, tools of EIC analysis, Technical analysis, Efficient Market Hypothesis (EMH)

Module 4: Security Pricing / Valuation: fixed income securities, return on bonds – current yield, approximate yield to maturity, YTM, Capitalization of income method, bond theorems; valuation of equity stock, capitalization of dividends, growth conditions; PE approach - Price indicators, volume indicators,

Module 5: Measuring Portfolio Performance: Efficient market hypothesis, Random walk Hypothesis, Effects of combining securities, efficient frontier, portfolio analysis, Markowitz Portfolio Theory, asset pricing theories, portfolio selection, models on selection reward to variability and reward to volatility. Strategies, portfolio revision, asset management companies

Books recommended.

1. Punithvathy Pandian – Securities Analysis and Portfolio Management (Vikas 2002)
2. ZVI Bodie, Alex Kane & Alan J. Marcus – Investments (TMH, 5th Edition 2002)
3. Prasanna Chandra – Investment analysis and portfolio management (TMH, 2002)
4. Donald E. Fisher & Ronald J. Jordan – Securities Analysis and Portfolio Management
5. Prasanna Chandra – Managing Investments (TMH)
6. Mayo – Investments and Introduction (Dryden Press, 6th Edition 2002)
7. Frank K. Reily & Keith C. Brown – Investment Analysis and Portfolio Management

SPT4.3 FINANCE (GROUP 2)

(SPT 4.3.1) CORPORATE RESTRUCTURING

Module 1: Forms of Corporate Restructuring, effects on concentration, Theory of the firm and corporate Activity, Strategy, diversification and Mergers, Merger Types and Characteristics, Corporate Finance framework, increasing the value of the organization. Theory of mergers and tender offers.

Module 2: Timing of merger activity, Methods of payment and leverage, joint ventures, ESOPs, going private and leveraged buy-outs. *International* Mergers and Restructuring, Share Repurchase and exchanges, corporate control mechanisms, takeover defenses.

Module 3: Legal Aspects of Restructuring: Companies Act, SEBI Buy back Regulations, SEBI takeover Code, cause 40 A, 40 B of listing Agreements, SEBI Delisting guidelines, Accounting and Taxation Aspects. Accounting for amalgamation – pooling of interest method, purchase method procedure laid down under Indian companies act. Accounting for M&A.

Module 4: Funding and valuation in Restructuring, Funding of Acquisition, LBO and going private, valuation of Target companies, problems and comprehensive examples.

Module 5: organizational and human aspects – managerial challenges of M and A, Takeover Defenses: Financial defensive measure – coercive offers and defense – antitakeover Amendments – poison pill defense, Greenmail etc. Post-merger issues. 5 Case studies and Presentations (Indian and International Environment)

Books Recommended:

1. Mergers, Restructuring and Corporate Control - Fred Weston, Kwang Chung, Susan Hoag., PHI
2. Mergers, Acquisitions and Corporate Restructuring - Prasad G Godbole, Vikas Publishing
3. Financial Management - Prasanna Chandra, TMH.
4. Valuation for Mergers Buyouts & Restructuring - Enrique R Arzac, Wiley India Edn.
5. Capital Restructuring: Merger, Acquisition and other Forms, Bhagavan Das, Devdas Rakshit and Satya Swaroop Debasish, HPH.

(SPT4.3.2) PROJECT MANAGEMENT

Module 1: Project: Introduction, definition, features, need for project management, different roles of project managers in organisational environment – forms of organisations. Project Life Cycle and different phases: planning – objectives, work break down structure (WBS), tools of planning, demand forecasting, ideas - generation, screening and sequencing of activities, development of project schedule; implementation – pre-requisites of successful implementation, and controlling of project schedule – variance and performance analysis; human aspects of project management, Scope and time management.

Module 2: Project Analysis: market and demand analysis; technical analysis; financial estimates and projections – resource planning, cost estimates, means of finance, projected cash flows, time value of money – Present Value (PV) and Future Value (FV), cost of finance – WACC (weighted average cost of capital), floatation cost. Financing of projects – Venture Capitalists (VC) and regulation of VC in India, other project financing instruments;

Module 3: Project Risk Analysis: project risks, identifying risk triggers – qualitative and quantitative analysis: sensitivity analysis, break even analysis, Hiller Model, simulation analysis. **Project Quality Management:** creating quality assurance, quality control at every project phase.

Module 4: Project Selection: constraints, essentials of good selection - cost benefit analysis, project rate of return; judgmental, behavioral, strategic and organizational considerations **Project Implementation:** developing project network, network techniques – PERT and CPM models, time estimation and network cost system

Module 5: Project Closure: ethics, morals and values of project closure; **Project Review:** post-audits, post mortem analysis and documentation. **5 Case Studies and Presentation**

Books Recommended:

1. Project Management – Prasanna Chandra, CFM – TMH
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide)
3. Software Project Management, Press Man and Pankaj Jalote

(SPT4.3.3) STRATEGIC FINANCIAL MANAGEMENT

Module 1: Overview of financial management - decisions, objectives, agency problem, business ethics, social responsibility, finance function organization, role of financial managers, financial system, financial statements, analysis of financial statements, planning and forecasting.

Module 2: Time value of money, valuation of financial assets, risk and return, portfolio theory and asset pricing models, options, capital budgeting, MM approach techniques, risk analysis in capital budgeting, cost of capital, long term finance.

Module 3: Capital structure decisions and firm value, dividend policy and firm value, Leasing and hire purchase, working capital management and techniques, cash inventory and receivables.

Module 4: Cost of finance – WACC (weighted average cost of capital), floatation cost. Dividend Policies; behavior: Gordon & Lintner model, Empirical analysis by Fama & Blahnik. The effects of dividend yield on common stock prices. The Black & Scholes study. Dividend behavior of Indian companies, Financing of Replacement of existing Assets & expansion: Reconstruction and re-organization;

Module 5: Strategy and financing policy- Role of cost of capital in linking asset liability sides of business Financing mature companies-Financing high growth companies Firms in financial difficulty-Managing mismatches in the balance sheet-Raising funds from the markets: Choices and decision variables- Earnings distribution policy-Financial strategy-Corporate strategy and financial policy.5 Case studies to be discussed and presentations

Books Recommended:

1. Financial Management: Prasanna Chandra: Tata Mcgraw-Hill Publishing co. Ltd.
2. Financial Management: I M Pandey - Vikas Publishing House P Ltd.
3. Business Finance -Pierson, Brown, Easton, Howard Pinder -Mc Graw Hill International Edition.
4. Financial Management - S K Gupta and R K Sharma, Kalyani Publishers
5. Financial Management - Khan and Jain.

SPT 4.4 HR-GROUP 1

(SPT 4.4.1) MANAGEMENT OF INDUSTRIAL RELATIONS

Module 1: Industrial relations: Meaning, objectives, importance, functions. Industrial relations, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR. Evolution of industrial relation

Module 2: Trade union Act - 1926 - Meaning, why do workers join unions, types of trade unions, trade unions movement in India. Problems of trade unions - Functions of trade unions, measures to strengthen trade unions - Discipline and disciplinary action, types of discipline, principles, procedure for disciplinary action, Punishment, intervention by a tribunal, code of discipline in India. Grievance Handling, Causes, Importance of grievance handling, formal Grievance handling mechanism

Module 3: Industrial Dispute Act 1947: Definition, causes of industrial disputes and types of industrial disputes. Prevention of industrial disputes, settlement of industrial disputes, provisions relating to strikes, lockouts - Factories Act of 1948.

Module 4: **Outlines of** Workman's compensation act 1923, Minimum Wages Act 1948, Employee state insurance act 1948, Employment Standing Order Act 1946.

Module 5: Workers Participation in Management - concept of empowerment - Collective Bargaining - Definition, importance, Prerequisite of Collective Bargaining, Union bargaining process, Types of bargaining, functions of Collective Bargaining. Factors Obstructing CB, CB in India, Suggestions for better functioning of CB

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Books Recommended:

1. B D Singh - Industrial Relation
2. Mamoria & Mamoria- Dynamics of Industrial Relations in India, HPH
3. Industrial Relation, Arun Monappa, TMH
4. Industrial Relation, Mishra, HPH

(SPT4.4.2) LEARNING ORGANIZATIONS AND DEVELOPMENT

Module 1: learning organizations – meaning and definitions, emergence of learning organizations, creating an learning organizations, developing learning managers, levels of learning, types of learning, skills for organizational learning, technology based learning, types of learning technologies.

Module 2: Introduction to training and development: learning vs development, Training Needs Analysis types of needs, components of needs, Training Design and Development : Meaning and significance, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities, follow up activities and lesson plan

Module 3: Training implementation: Meaning and significance of implementation, making or buying decision, selecting the training provider, implementation of in-house programme, blocking the dates, mobilizing the resources, logistic requirements, boarding and lodging facilities, identification of trainers, managing contingences, accommodating the changes.

Module 4: Training Evaluation: Meaning and significance of training evaluation, Donald Kirkpatrick's Evaluation Model, Return on investment in Training, data collection for training evaluation, designs of training evaluation.

Module 5: On the job methods: Meaning and significance of on the job training(OJT), historical evolution, Allen's four step model, Kane's seven step model, five needs of supervisors, advantages and limitations of OJT, Other methods: Classroom methods: E- Learning methods: process of e-learning, types of e-learning,. Outward bound methods: Meaning and significance of outward bound learning (OBL) methods, process of OBL, risk, safety and ethical issues. Compulsory five case studies to be discussed, prepration of mini project on training practices in organizations.

Books Recommended

1. Training and Development, Pandu Naik G, Excel Books, 2007.
2. Employee Training & Development – Noe A. Raymond, McGraw Hill, 2008.
3. Training and Development - Janakiram B, Biztantra, 2007.
4. Effective training Systems, strategies and practices – Blanchard, 2/e, Pearson education.
5. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
6. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
7. Training in organizations - Goldstein, 4/e, Cengage learning.
8. Building the learning Organization, 3rd edition, Acheving Strategic Advantage through a commitment to learning by Marquardt M J.Nicholas Brealey publishing

(SPT4.4.3) STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

Module 1: Meaning and definition of Strategic HRM, Difference between HRM and Strategic HRM. Strategic roles of HR manager- strategy formulation role; strategy execution role; translating strategy into HR policies and practices.

Module 2: Strategic Planning, Models of strategy, The process of strategic Management Mission statement Analysis of environment, Organization Self-assessment Establishing goals & objectives Setting strategy, The Evolving/ strategic role of HRM, Strategic HR Vs Traditional HR, Barriers to strategic HR Models of SHRM, Organizational typology Life-cycle, The strategic role of HR function, HR specialist as Strategic partner As a business partner -Key roles.

Module 3: Human Resource Planning, Objectives of Human resource Planning Types of Planning, Aggregate planning, Succession Planning, Forecasting Models, Process of HR planning, Linking strategic HR planning to business planning, HRP Approaches, HRP Strategic Choices, Nature of HRP Models of HRP , Understanding Change Managing change.

Module 4: Staffing, Recruiting, Strategic choices, Temporary vs Permanent Employees Internal vs External Recruiting, When & how extensively to recruit, Methods of recruiting Selection, Selection Process, Interviewing, Testing, Reliability & validity in testing Types of selection test, References, International Assignments diversity, Training & development, Benefits of training & development, Strategic choice, Training, development & performance improvement.

Module 5: Strategies for Retaining Productive Employees, Factors leading to reduction in work force, employee turnover, downsizing; Strategies for retaining productive workforce; Retirement – compulsory, voluntary, superannuation; Ethical and social issues in downsizing. Compulsory discussion of five case studies.

Books Recommended

1. Jeffrey A Mello, (2001). Strategic Human Resource Management, Cengage Learning India: New Delhi.
2. Gary Dessler and Biju Varkkey, (2009). Human Resource Management, 11th ed. Pearson: Delhi.
3. Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw, (2009). Human Resource Management, 6th ed.
4. Rao T.V. (1999). HRD Audit: Evaluating the Human Resource Function for Business Improvement, Response Books: New Delhi.
5. Suri G.K., C.S. Venkata Ratnam and N.K.Gupta (eds.) (2004). Performance Measurement and Management, Excel Books: New Delhi.

SPT 4.4 HR (GROUP 2)

(SPT 4.4.1) PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Module 1: Performance Management Definition, and Scope and Impact of Performance Management, evolution of Performance Management, Essence of Performance Management.

Module 2: Performance Management and Development, Performance Management Processes Measuring Performance, Competence and Competency Analysis, Conducting Performance and Development Reviews Coaching and Counseling Performance Problem-Solving.

Module 3: Developing and Maintaining Performance Management, Learning about Performance Management, Evaluating Performance Management, Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance, Performance Management and employee development: Personal Development plans, 360 degree feedback as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

Module 4: Components of competency- skills knowledge and motive, traits of self-concept Competency mapping procedure and steps. Competency assessment and uses- recruitment, selection, competency based appraisal, training and development, succession and career planning, compensation and benefits.

Module 5: Current developments and emerging issues in Performance Management, and competency mapping, Modern performance measurement frameworks: Six Sigma; Performance Prism. Contemporary issues in performance Management and competency Mapping. Compulsory discussion of five case studies.

Books Recommended

1. Herman Aguinis (2007). Performance Management. Pearson Education.
2. Lance A. Berger and Dorothy (2007). The Talent Management Hand Book. Tata Mc-Graw Hill
3. Rao T.V. (2007). Appraising and Developing Managerial Performance. Excel Books.
4. Dixit Varsha (2008). Performance Management. Vrinda Publications Ltd.
5. Hand book of Competency mapping -understanding, designing and implementing competency models in organizations by Seema Sanayhi- Sage Publication pvt Ltd.
6. Competency mapping by R.K sahu, publisher Excel
7. Competency mapping for superior results by Mukharjee Sarabhan-TMGH 2011-12 edition.

(SPT 4.4.2) TALENT AND RETENTION MANAGEMENT

Module 1: Scope of Talent Management as a system in the organization; Workforce dynamics; Link, between Performance Management and Talent Management. Key drivers of Talent Management. Relationship between global market place and managing talent. Talent Management process: Trends and Risks; develop- Deploy- Connect“ model.

Module 2: Human Talent Management (HTM) by competencies; HTM Models based on anticipative or predictive function; flow function and release function. Talent Management as a Competitive advantage. Demographic uncertainties- World labor market analysis; Talent Relationship Management.

Module 3: Talent Planning, succession planning and mobility programs- The potential utility of internal and external recruitment sources- Employer branding -Online recruiting-legal. Ethical and fairness issues- Compensation Management within the context of talent Management Developing and Retaining Talent Potential identification and development. Salient features of Executive Development Programmes in a business organization.

Module 4: Employee retention- Motivation and engagement- Engaging talent through mentoring and coaching. Employee satisfaction. Determining strategies for coaching employees belonging to different generations and cultures.

Module 5: Talent Management Metrics. Aligning talent strategy with business strategy. CEO’s involvement in talent Management. Talent Pipeline, Talent Management practices in global companies. Compulsory five case studies to be discussed, preparation of report on hiring and talent Management practices of an organization.

Books Recommended

1. Allan Schweyer (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning. Wiley
2. Capelli Peter (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
3. Lance A Berger and Dorothy R. Berger (2008). The Talent Management Handbook. McGraw Hill, New York, NY.

(SPT4.4.3) Management of Change & Development

Module 1: - Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as growth – change as transformation – change as Turnaround – value based change, Mapping change: The role of diagramming in system investigation, diagramming techniques.

Module 2: Systems approach to change: systems autonomy and behaviour – the intervention strategy model – cases in intervention – total project management model (TPMM). Learning organization: The relevance of a learning organization – kindling learning processes in organizations- strategies to build a learning organization

Module 3: Organisation Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focussed and role-focussed OD interventions –Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.

Module 4: Team Building: Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – role of managers as linking pins- team building skills – Perspectives on effectiveness of Team working.

Module 5: Virtual teams: High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams. Compulsory discussion of five Case Studies.

References

1. Mark Hughes: Change Management in Organisations, Jaico Publishing House, New Delhi, 2008
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2008.
5. Cummings and Worley: Organisational Development and Change, Cengage Learning, New Delhi, 2009
6. Radha R Sharma: Change Management, TMH, New Delhi, 2008
7. Sarah Lewis: Appreciative Inquiry for Change Management, Kogan Page Publication, New Delhi, 2010
8. Kavitha Singh: Organisation Change and Development, Excel Books, New Delhi, 2010
9. C.S.Venkataratnam: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
10. Sethi : Organisational Transformation Through Business Process Reengineering Pearson Education.

SPT 4.5-MARKETING (Group1)

(SPT 4.5.1) CONSUMER BEHAVIOR

Module 1: Introduction: Meaning and definition, difference between consumer and customer, factors affecting CB, application of CB in Marketing, Consumer Research process. Buyer behavior models, Individual determinants of CB, stages of consumer buying behaviour, Types of consumer buying behaviour.

Module 2: Role of research in understanding consumer behavior: Consumer research: Consumer research paradigms process. Input – process- output model of consumer behavior – levels of consumer decision making – complex decision making or extensive problem solving model, low involvement decision making or limited problem solving model, routinized response behavior, four views of consumer decision making (economic, passive, cognitive, emotional) situational influences.

Module 3: Basics of motivation, needs, goals, positive and negative motivation, rational v/s emotional motives, motivation process, arousal of motives, selection of goals, motivation theories and marketing strategy, basics of personality, theories of personality and marketing strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), applications of personality concepts in marketing, basics of perception and marketing implications, elements of perception, dynamics of perception.

Module 4: Individual influences on consumer behavior: Consumer Learning, Consumer perception, Consumer Beliefs and Attitude, – components of attitude, attitudes Models-multi attitude model; Fishbein model; remainder active model; Advertising Model & its implications Culture, and consumer behavior, Group influence on CB, types of groups, – Family influence – roles and Family Life Cycle & its application.

Module -5: Neuro marketing- meaning, definitions and importance neuromarketing vs marketing, Digital Era and CB, e- Consumer behaviour, green CB, five case studies to be discussed related to above modules, mini project to be done and submitted to the department.

Books Recommended:

Consumer Behavior – Leon Schiffman, Lesslie Lazar Kanuk, Pearson

Consumer Behavior – Hawkins, Best, Coney, TMH

Consumer Behavior in Indian Perspective – Suja Nair, HPH

Consumer Behavior – Satish K Batra & S H H Kazmi, Excel

Customer Relationship Management – Peeru Ahamed & Sagadevan, Vikas Publishing

Customer Behavior – A Managerial Perspective – Sheth, Mittal, Thomson

CRM – Alok Kumar, Chhabi Sinha, Biztantra

Consumer Behavior – Henry Assael, Thomson

(SPT4.5.2)

RURALMARKETING

Module 1: Introduction: Definition and scope of rural marketing, nature and classification of rural market, Rural V/s Urban markets. Rural market environment - Population, literacy level, occupation, income generation, expenditure pattern, land distribution, Land use pattern, Infrastructure facilities, rural credit institutions, rural retail outlets, rural areas requirement and rural demand, rural market index.

Module 2: Rural Consumers Characteristics and Behavior: Age and stages of the life cycle, occupation, income, economic circumstances, lifestyle, personality and Brand belief, information search and pre-purchase evaluation. Models of consumer buying behaviors, Factors affecting consumer behavior - Social, Economic, technological and political factors.

Module 3: Rural Marketing Strategies: Segmentation strategy- Basis and Approaches, product strategy, concept and classification, pricing strategy, concepts, objectives and approaches, promotion strategy-classification and promotional campaigns. Distribution strategy - Channels. Public distribution System, distribution models of FMCG companies and durable companies. Rural branding- Brand building, brand spectrum and brand loyalty, fake brands in rural India. Financial services in rural marketing:

Module 4: Research and the future of rural marketing: Focused marketing strategies, market research, market intelligence, rural vertical, Retail and IT models. Rural Managers, Glamorize Rural marketing, public - private partnership, e-rural marketing, foreign Trade in rural products - Exports, Imports and APEDA.

Module 5: Definition, concept, scope, nature, etc., Size and Nature of Indian Rural Markets Rural Demand & Rural Market Index Problems in Rural Marketing. Products of cottage and village industries. Role of Co-operative, Govt., NABARD other financial institutions, public sector undertaking, regulated markets and public distribution systems, Role of IT. 5 case studies to be discussed

Books Recommended:

1. Rural Marketing - R V Badi and N. V. Badi
2. Rural Marketing Environment - Problems and strategies - T.P.Gopaldaswamy
3. Rural Marketing - CSG Krishnacharyulu and Lalita Ramakrishnan
4. The Rural Marketing- Pradeep Khasyap and Siddharth P.Raut.
5. Rural Marketing in India-K.S.Habeeb-ur-Rahman.
6. Rural Marketing- Sukhpal Singh
7. Agricultural Marketing in India- Archarya
8. Advertising and Marketing in Rural India- Tej. K. Bhatia

(SPT4.5.3) RETAILING AND SUPPLY CHAIN MANAGEMENT

Module 1: Introduction to Retail Marketing – Meaning, Nature, Classification - Factors Influencing Retailing - Functions of Retailing - Retail Environment – the growing importance of Retail Industry - Retail as a Career. Retail Organization - The changing structure - Classification of Retail Units - Retail Formats: Corporate chains, Retailer Cooperatives and Voluntary systems, Departmental Stores, Discount Stores, Super Markets, Mega Markets, Malls, and Warehouse Clubs.

Module 2: Consumer behavior in the retail context - buying decision process – its implication for retail management Retail Marketing Mix –Merchandise Management –Variety of Merchandising Mix –Merchandising Private Brands – National brands - Pricing and Promotion in Retail Marketing- Concept of Life cycle in Retail - - Retail Models and Theory of Retail Development - Business Models in Retail.

Module 3: Emergence of Organized Retailing - Traditional and Modern retail formats in India - Retailing in Rural India - Environment and Legislation for Retailing - FDI in Retailing - Consumerism and Ethics in Retailing – International retail structures – Future of Retailing.

Module 4 : Building blocks, performance measures decisions : Building blocks of a supply chain network, performance, Measures, Decisions in the supply chain world, Models for supply chain decision making, includes - large corporations and SMEs and (code) of IT and telecommunication. Supply chain inventory management-Economic Order Quantity models; reorder point models, multi echelon inventory system.

Module 5: Internet technologies and electronic commerce in SCM - Relation to ERP, e - Procurement, e - Logistics, internet Auctions, e-Markets. Electronic business process optimization, business objects in SCM. Industry solutions, case studies, online - payment systems, security issues, buyers - suppliers' relationship. IT requirement mapping, Competitive Advantage, Quality Standards, e - SCM solutions vendors product vendors and their functionalities / features. New trends in Retailing and supply chain management and 5 case studies to be discussed.

Books Recommended:

1. Retail Management: A strategic Approach by Berman, Evans –Pearson Education
2. Retail Marketing Management by Gilbert, David, Pearson Education
3. Retail Marketing by Pradhan, Swapna, TMH, 3rd edition, 2010
4. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
5. Retailing Management by Levy, Weitz & Pandit, McGraw Hill, Indian Edition, 2010
6. Retailing– An Introduction by Cox, Brittain, Pearson Education, 2007
7. Retailing, Dunne by Lusch, Griffith, Thomson, 2007
8. Retail Management by Vedamani, Gibson, Jaico, 2006
9. Retail Management by Balaji, Tulsi, Srivastava, Oxford, 2005
10. Supply Chain Management by Ray, McGraw Hill, 2010
11. Introductions to Supply Chain Management, PHI. R.B. Handfield and E.L. Nochols, Jr.

12 Supply chain management: Strategy, Planning and Operation, PHI. Sunil Chopra and Peter Meindel,

13. Modeling the Supply chain, Duxbury, Thomson Learning Jeremy F.Shapiro.

14. Designing and Managing the Supply Chain: Concepts, Strategies and Case studies, Irwin McGraw Hill. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi,

MARKETING (Group 2)

(SPT4.5.1) ADVERTISING AND MEDIA MANAGEMENT

Module 1: Advertising: Definition, Importance, Objective, Functions, types, origin and growth. Advertising and society, Advertisement and stereo typing, Social and cultural consequences, Ethics in advertisement and regulatory aspects of advertisement.

Module 2: Advertising Agency - Types of agencies, agency-client relationship, agency selection, agency remuneration. Advertising budget - DAGMAR approach, various budgeting methods. Advertising message strategies and objectives. Copy writing - copy writing plan, copy writing for print media, copy writing for cyberspace, copy writing for broadcast advertisement, Advertising appeal meaning and importance.

Module 3: Integrated marketing communication and marketing process, IMC planning model, communication process, direct marketing, internet marketing, sales promotion, publicity / public relations, personal selling,

Module 4: Media Planning and developing, media class decisions - print, electronic and others, Scheduling and Timing decisions, Problem encountered. Publicity – meaning and objectives, PR strategies, goals of publicity. Corporate advertisement - Role, types, limitations, publicity V/s Public relation, Digital advertising and its impact, trends and advantages.

Module 5: The new age of information based Marketing, Advertising on the internet & Market Research. Finding out different ad copies and hit counts. Marketing research on net with the help of search engines new trend in advertisement and Media Management, Online advertising, Mobile advertising. 5 Case studies to be discussed

Books Recommended:

1. Advertising and Promotions IMC Perspectives, Belch and Belch - TMH
2. O'Guinn, Alien, Serpenik, Advertising and integrated Brand Promotion, Thomson Learning
3. S.A.Chunawalla - Foundation of Advertising - Theory and Practice - HPH
4. Advertising 'An IMC Perspective' - S. N. Murthy/U.Bhojanna - Excel
- 5 Advertising and sales promotions, Batra and Kazmi, Excel.

(SPT4.5.2) PRODUCT AND BRAND MANAGEMENT

Module 1: Product concept: product mix concepts, product classification – product mix and line decisions, FMCG, growth strategies for FMCG, product planning – Marketing plan, portfolio analysis, BCG,GE, Porter’s Model, Competitor’s Analysis, Customer Analysis and Market potential and forecasting – product market strategies – product life cycle and marketing strategies, product evaluation.

Module 2:Product positioning: concept, product differentiation, positioning strategies, preference analysis, benefit segmentation - New Product Development and the Techniques of Idea Generation and Screening, Concept Development and Testing, Test Marketing, Launching and Tracking New Product Programmes, organization for new product, prototyping, new ISO 9000 SEI CMM, Six Sigma Standards.

Module 3: Understanding Brands: brands v/s products, benefits of branding, brand attributes, significance of branding to consumers and firms,. Types of brand, brand image – brand Life Cycle, brand identity and brand personality, brand positioning, Retro-branding. Methods of valuation of brands.

Module 4: Creating core Brand values; Bringing brand to life: Growing sustaining Brand equity – customer based brand equity, source of brand equity: managing brands, brand reinforcement, brand revitalization brand crisis Corporate Branding and Tools for Building Brand Equity, Leveraging Brand Equity, Measurement of Brand Equity Building branding strategies, brand extension, brand licensing and franchising.

Module 5: Measuring and interpreting Brand performance: developing a brand equity measurement and management system, the brand value chain, designing brand tracking studies, measuring sources of brand equity, models, brand equity measuring outcomes of brand equity, managing brands over time, and managing brands over geographical boundaries 5 case studies to be discussed

Books Recommended:

1. Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity.
2. Donald Lehmann, Product Management, Tata Mc Graw Hill.
3. Urban, Hauser and Dholakia, N Essentials of New Product Management.
4. S.A. Chunawalla, “Brand Management”, Himalaya Publications.
5. U.C.Mathur, Brand Management Text & Cases, Macmillan.
6. Keller Kevin Lane, Strategic Brand Management – Building, Measuring and Managing, Brand Equity, PHI

(SPT4.5.3) INDUSTRIAL AND SERVICES MARKETING

Module 1: Nature of business marketing: Definition, meaning, scope of industrial marketing. Difference between consumer marketing and business marketing. Business markets, products, environment. Types of organizational customers, classification and characteristics of industrial products, purchasing practices of business customers, Environmental Analysis in industrial marketing.

Module 2: Organizational buying and buying behavior: Organizational buying decision process, buying situation, buying grid framework, buying centre roles, buying centers, models of organizational buying behavior. Buyer – seller relationship: buyer and sales representative interaction, Relationship marketing, sales presentation, Negotiation, reciprocity, dealing with customers' customer, Customer service, Management of major and national account. Relationship marketing, managing buyer-seller relationship, Customer Relationship Management, Defining E-commerce, key elements supporting E-commerce Internal Strategy Implementation.

Module 3: Strategic planning implementation and controlling in industrial marketing. Role of marketing in strategic planning, strategic planning at corporate level: strategic planning process at business unit level; developing industrial marketing plans, industrial market segmentation, target marketing and positioning. Product strategies and new product development, Distribution channels and marketing logistics, pricing strategies and policies.

Module 4: Marketing of Services – Introduction - Growth of the service sector - The concept of service- Difference in goods and service in marketing - Characteristics of service - Classification of services. Marketing Mix in Service Marketing - The seven Ps - product decisions, pricing strategies and tactics, promotion of services and placing or Distribution methods of services - Additional Dimension in service marketing - People, Physical Evidence and process.

Module 5: Delivering Quality Service - Causes of service - Quality Gaps: The customer expectations versus perceived service Gap, Factors and Techniques to resolve this Gap - Gaps in service - Quality Standards, Factors and solutions - The service performance Gap - Key Factors and Strategies for closing the gap. Marketing of Services with Special Reference to: Financial Services, Health Services, Hospitality Services including Travel, hotels and Tourism. Professional Services, Public Utility Services, Communication Services, Educational Services. Minimum 5 case studies to be discussed.

Books Recommended:

1. Michael Dhutt Thomas W Spen, A strategic view of Industrial and organizational Markets, Homson Publication.
2. Krishna K Havaldar, Industrial Marketing
3. James C Anderson, James A Narus, Business Marketing Management, Pearson Education
4. Richard Hill, Alexander Rosph and James S Cross, IM, AITBS
- 5 Zelthaml & Mary Jo Bitner – Services Marketing – MGH
- 6 Christopher H. Lovelock – Services Marketing: People, Technology, Strategy – Pearson
- 7 Zelthaml, Parasuraman and Berry – Delivering Quality Service – The Free Press, MacMillan
- 8 Aurhian Rayne – The essence of marketing – New Delhi – PHI
- 9 Audrey Gilmore – Services Marketing and Management – Response Books – Sage Publ.
- 10 Ron Zemke & Dick Schaaf – The Service Edge.
- 11 Raghu & Vasanthi Venugopal – Service Marketing.

GUIDELINES FOR PREPARATION OF MBA PROJECT REPORTS
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ARRANGEMENT OF CHAPTERS*

- Cover Title Page (Format enclosed)
- Inner title page (Same as cover title page)
- Certificate from guide and chairman and declaration by the student.
- Certificate from company /firm, where the project work is carried out. (Not required if project work is not based on a company/firm).
- Acknowledgement
- List of tables and figures.
- Abbreviations/operational definitions used.
- Contents of the project Report

Chapter-I Introduction

Introduction should include the following:

I. Problem definition/ statement. This will cover company profile too if the topic chosen pertains to a company. - - 5 pages

II. Research Objectives – not more than 5 objectives, - 1 Page

III. Research Methodology – State the primary and secondary research design. If it is sample surveys explain, sampling design and questionnaire design. Sources of data –and techniques of data analysis – 3-4 pages

IV. Limitations of the project study – 1 page

Chapter II Literature review

Discuss theories, concepts, models etc., underpinning the project work - 15 pages

Chapter III Theoretical background

This chapter will include the theory, definitions, importance etc of the topic chosen for the study -20 pages

Chapter IV Organization review

This chapter is divided into two sections-

a. Organizational Study - should include the profile of the organization, growth, structure, departments etc taken up for the project.

b. Relevancy /application of topic in the organization taken for study.-25 pages

Chapter - V Data analysis and interpretation

This is the longest section of the project report. In this chapter data collected will be presented and analysed drawing inference. – At least 30 pages

Chapter VI Summary of Findings

This chapter will be a brief statement of analysis already stated in the previous chapter - 3 pages

Chapter VII Suggestions and Conclusions – 3 pages

(Total no. of pages must be at least 80 but not more than 150)

Bibliography: References like articles, books, and websites etc., used in the project work must be included in this section. **References:** The references should be numbered serially in the order of their occurrence in the text

Appendix: This will include printed secondary data (only if it is very critical) and any questionnaires used for the study.

FORMATTING YOUR PROJECT REPORT

1. Reports should be typed neatly only on one side of the paper with 1.5 spacing on a A4 size bond paper (210 x 297 mm). Use dry tone Xerox for printing. The margins should be: Left – 1.25”, Right – 1”, Top and Bottom – 0.75”.

2. The total number of reports to be prepared is **THREE COPIES**. One hard bound copy and CD is to be submitted to the University.

3. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obliged to sign the report.

4. One copy of the project report must be hard bound Do not insert transparency sheets in the report. Do not use spiral binding.

FORMATS

A. COVER TITLE PAGE & INNER TITLE PAGE FORMAT)

TOPIC

by

.....
IV Semester MBA
Reg.No.....
Guide

.....
Project Report submitted in partial fulfillment of the
requirements of IV Semester MBA degree examinations – 200...

**TUMKUR UNIVERSITY
TUMKUR**

B) DECLARATION

I ..(Name of Student), hereby declare that the contents of this dissertation entitled "..... (Topic) "are the outcome of my original research work. Further, this report has not been submitted to any Institution or University for award of any degree.

Place
Date

(Signature)

(Name)

C) CERTIFICATE BY THE GUIDE

This is to certify that the dissertation entitled "..... (Topic) " is an original research work undertaken by (Name of Student) in partial fulfillment of MBA Course requirement of Tumkur University. Throughout the process of research study, the candidate has worked under my direct supervision and guidance.

Place
Date

(Signature)

(Name of Guide)

I SEMESTER MBA EXAMINATION, DECEMBER 2014
MANAGEMENT
CODE- TITLE OF THE PAPER

TIME: 3 Hours

Max Marks: 80

Section A

Answer any Five of the following; each question carries Five Marks

(5x5 =25)

- 1.
- 2.
- 3.
- 4,
- 5.
- 6.
- 7.

Section B

Answer any Four of the following; each question carries TEN Marks

(4x10=40)

- 8.
- 9.
- 10.
- 11.
- 12.
- 13.

Section C

14. Compulsory Case Study

(1x15=15)
