

ANNAMALAI UNIVERSITY
CHOICE BASED CREDIT SYSTEM (CBCS)

Master of Business Administration (M.B.A)

(Effective from the Academic year 2021-2022)

For Full - Time Course - (2 Years)

The Course of Study and the Scheme of Examinations

S. No	Study components		ins. hrs/ week	credit	Title of the paper	Maximum marks		
	Course title					CIA	Uni. Exam	Total
SEMESTER I								
1.	Core	Paper-1	6	4	Management Principles	25	75	100
2.	Core	Paper-2	6	4	Accounting for Managers	25	75	100
3.	Core	Paper-3	6	4	Managerial Economics	25	75	100
4.	Core	Paper-4	6	4	Research Methodology	25	75	100
Internal elective for same major students								
5.	Core Elective	Paper - 1	3	3	(to choose one out of 3) A. Business Communication B. Organizational Behavior C. Knowledge Management	25	75	100
External elective for other major students (inter/multi disciplinary papers)								
6.	Open Elective	Paper - 1	3	3	(to choose one out of 3) A. Communication Skills for Managers B. Compensation management C. Operation Research	25	75	100
			30	22		150	450	600
SEMESTER II								
						CIA	Uni. Exam	Total
7.	Core	Paper-5	6	4	Human Resource management	25	75	100
8.	Core	Paper-6	6	4	Financial Management	25	75	100
9.	Core	Paper-7	6	4	Marketing Management	25	75	100
Internal elective for same major students								
10.	Core Elective	Paper- 2	5	3	(to choose one out of 3) A. Operations Management B. Customer Relationship Management C. International Finance	25	75	100
External elective for other major students (inter/multi disciplinary papers)								
11.	Open Elective	Paper - 2	5	3	(to choose one out of 3) A. Industrial and Labour Relations B. Consumer Behaviour C. Securities Analysis and Portfolio Management	25	75	100
12.	Field Study		-	2		100	-	100
13.	Compulsory Paper		2	2	Human Rights	25	75	100
			30	22		250	450	700
SEMESTER III								
						CIA	Uni. Exam	Total
14.	Core	Paper-8	6	4	Management Information System	25	75	100

15.	Core	Paper-9	6	4	Human Resource Development	25	75	100
16.	Core	Paper-10	6	4	Company Law	25	75	100
17.	Core	Paper-11	6	4	Modern Banking	25	75	100
Internal elective for same major students (choose any one)								
18.	Core Elective	Paper - 3	3	3	(to choose one out of 3) A. Training and Development B. Services Marketing C. Indirect Taxation	25	75	100
External elective for other major students (inter/multi disciplinary papers)								
19.	Open Elective	Paper - 3	3	3	(to choose one out of 3) A. Performance Management B. Retail Management C. Financial Markets and Institutions	25	75	100
20.	** MOOC Courses		-	-		-	-	100
			30	22		150	450	700
SEMESTER IV						CIA	Uni. Exam	Total
21.	Core	Paper-12	6	5	Entrepreneurial Development	25	75	100
22.	Core	Paper-13	6	4	Business Environment	25	75	100
23.	Core	Paper-14	6	4	Quality Management	25	75	100
24.	Core	Project	6	5	Project with Viva Voce (Compulsory)	100 (75 Project + 25 Viva)		100
Internal elective for same major students								
25.	Core Elective	Paper- 4	3	3	(to choose one out of 3) A. Organizational Development B. Logistics and Supply Chain Management C. Banking- Indian Financial System	25	75	100
External elective for other major students (inter/multi disciplinary papers)								
26.	Open Elective	Paper - 4	3	3	(to choose one out of 3) A. Strategic Human Resource Management B. Brand Management C. Working Capital Management	25	75	100
			30	24		125	375	600
			120	90				2600

*** Field Study**

There will be field study which is compulsory in the first semester of all PG courses with 2 credits. This field study should be related to the subject concerned with social impact. Field and Topic should be registered by the students in the first semester of their study along with the name of a mentor before the end of the month of August. The report with problem identification and proposed solution should be written in not less than 25 pages in a standard format and it should be submitted at the end of second semester. The period for undergoing the field study is 30 hours beyond the instructional hours of the respective programme. Students shall consult their mentors within campus and experts outside the campus for selecting the field and topic of the field study. The following members may be nominated for confirming the topic and evaluating the field study report.

- (i). Head of the respective department
- (ii). Mentor
- (iii). One faculty from other department

****Mooc Courses**

Inclusion of the Massive Open Online Courses (MOOCs) with zero credits available on SWAYAM, NPTEL and other such portals approved by the University Authorities.

ANNAMALAI UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA)
SYLLABUS
UNDER CBCS
(With effect from 2021-2022)
SEMESTER I - (CORE 1)
PAPER – 1
MANAGEMENT PRINCIPLES

Objective:

- To develop an understanding of basic concept of management
- To enable the student manager to gain valuable insight into the working of business.
- To familiarize them with different components of organizational behavior.
- To Identify and explain the importance of the management process.
- To identify some of the key skills required for the contemporary management practice.

Course Outcomes:

The successful completion of this course shall enable the student to:

CO1: Understand basics of management theory, its functions and practice.

CO2: Understand the functions of management.

CO3: Understand individual, group and organizational components of organizational behavior.

CO4: Learn and develop skills related to staffing and directing.

CO5: Learn importance of co- ordination.

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

References

1. Koontz, Weihrich, Aryasri. Principles of Management, TATA McGraw Hill, New Delhi, 2004.
2. Samuel C. Certo, S. Trevis Certo, Modern management 10 Ed, PHI Learning, New Delhi, 2008.
3. James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007.
4. Williams/ Kulshrestha, Principles of Management, Cengage Learning, New Delhi, 2011.
5. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.

TextBooks

1. P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Subba Rao .P, Management & Organizational Behavior, Himalaya Publishing House, Mumbai, 2011.

SEMESTER I - (CORE 2)

PAPER – 2 ACCOUNTING FOR MANAGERS

Objective:

- To give an insight into the basics of Accounting Concepts and Principles
- To know the students know about the different financial accounting concepts and help them to analyze the financial statements of the business.
- To understand the basic accounts for management..
- To understand the importance's of cost accounting
- To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions

Course Outcomes:

The successful completion of this course shall enable the student:

- To understand the fundamental concepts and principles of financial accounting and apply in business activities.
- To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.
- To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.
- To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.
- To make various types of budgets at organizational level for cost control and efficiency.

UNIT-I

Introduction to Financial, Cost and Management Accounting - Basic Accounting Concepts and Conventions - Accounting Records and Systems - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet

UNIT-II

Financial Statement Analysis: Tools of Financial Statement Analysis - Ratio Analysis – Classification of Ratios – Profitability Ratios - Turnover Ratios – Financial Ratios.

UNIT-III

Fund Flow and Cash Flow Statement Analysis: Uses of Funds flow statement – Preparation of Funds flow statement – Difference between funds flow analysis and cash flow analysis – Preparation of cash flow statement (As Per AS -3)

UNIT-IV

Cost Concepts - Elements of Costs – Function of Cost Accounting - Cost Sheet - Marginal Costing – Feature of Marginal Costing - Cost Volume Profit Analysis – Important terms and concepts in CVP analysis – Application of Marginal costing.

UNIT-V

Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets – Capital Budgeting – Methods of capital budgeting.

Note: Problems 60% and Theory 40%

References

1. N.P.Srinivasan, M. Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd., New Delhi.
2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand & Company Ltd., New Delhi.
3. Man Mohan & S.N.Goyal, Principles of Management Accounting, Sahityabhavan, Agra, India.
4. Nitin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.

Text Books

1. R. Narayanasamy, Financial Accounting-A Managerial Perspective, Prentice Hall India, Pvt., Ltd., New Delhi.
2. S.P.Jain & K.L.Narang, Cost Accounting, Kalyani Publishers, New Delhi.
3. S.N.Pillai, Bagavathi & S.Uma, Fundamentals of Advanced Accounting, S.Chand & Ltd., New Delhi. Company.

SEMESTER I - (CORE 3)

PAPER – 3 MANAGERIAL ECONOMICS

Objective:

- To acquaint the students with the economic concepts and principles
- To enable them to use them to address business problems in a globalized economic environment.
- To understand the Production Concepts and Analysis.

Course Outcomes:

The successful completion of this course shall enable the student to:

- Describe the nature and scope of managerial economics, demand analysis and firm & its organization.
- Learn the techniques of production function, cost analysis and forms of market.
- Apply the pricing techniques to determine the price of factors of production.
- Apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.
- Describe the trade cycles in the open economy and exchange rate determination.

UNIT-I

Nature and Scope of Managerial Economics - Business Decisions and Economic Analysis - Economic Theory and Managerial Economics - Managerial Economist's Role and Responsibility - Risk and Uncertainty - Basic Techniques.

UNIT-II

Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticity and Demand Estimates - Demand Forecasting – Supply Factor and Economies of Scale.

UNIT-III

Cost Concepts - Cost Function - Cost-Output Relationship - Managerial Uses of Cost Functions - Production Concepts and Analysis - Laws of Production.

UNIT-IV

Price Concepts and Determination - Pricing Policies and Methods - Break-even analysis - Pricing under Different Objectives - Profit Maximization and Free Pricing - Government Interventions and Pricing - Pricing in Practice - Economic Theory of the Firm.

UNIT-V

National Income – Concept – National Income Accounts – Computation of National Income – Foreign Investment – Types – FDI and FII.

References and TextBooks

1. R.L.Varshney & K.L Maheswari, Managerial Economics, Vikas publishing House Private Ltd., New Delhi.
2. Joel Dean, Managerial Economics, Prentice Hall of India Private Limited, New Delhi.
3. D.M. Mithani, Managerial Economics-Theory and applications, Himalaya Publishing House, New Delhi.
4. Atmanand, Managerial Economics, Excel Books, New Delhi.
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd., New Delhi
6. Paul A Samuelson and William D Nordhans, Economics, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

SEMESTER I - (CORE 4)

PAPER – 4 RESEARCH METHODOLOGY

COURSE OBJECTIVE

- To comprehend the objectives of research and the steps involved in research process.
- To use different data collection methods and sampling design techniques in their own research.
- To analyze the collected and processed data with the help of statistical tools
- To generalize and interpret the data and prepare a research report.

COURSE OUTCOMES:

- To obtain knowledge on various kinds of research problems and various types of data collection.
- To obtain the knowledge on various kinds of scaling techniques.
- Exhibit good practices in conducting parametric and non-parametric test.
- To obtain the knowledge on ANOVA and regression analysis.
- Explain various steps involved in writing the Research report.

UNIT- I

INTRODUCTION: Definition of Research, Research Problems in Management, *Types of Research* – Exploratory Research, Conclusive Research, Modeling Research, Research Process, Types of Hypotheses, Types of error, Statistical experiment and its design. Types of data, *Primary data collection* – observation method, personal interview, telephonic interview, mail survey, questionnaire design, Sources of Secondary data, Frequency distribution, Cumulative frequency distribution, Charts.

UNIT-II

Types of Scale, *Scales for Stimuli* – Thurstone's Case-V Scale model, Osgood's Semantic differential scale, *Scaling Respondents*- Likert scale, Q-sort scale. Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. *Basic statistical measures*- mean, median, mode, standard deviation, co-efficient of variation.

UNIT-III

Point and Interval Estimates of Means and Proportions; *Testing of Hypothesis* – One sample and Two Samples Z & t tests for means and variances, *Chi-Square Test*- for testing independence of categorized data; goodness of fitness test, Time series analysis. *Non-parametric tests* – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test.

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA – Completely Randomized Design, Randomized Complete Block Design, Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Note: Problems 40% and Theory 60%

TextBooks

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.

Reference Books

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.
4. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

SEMESTER I - (CORE ELECTIVE PAPER 1 (A))
INTERNAL ELECTIVE

PAPER-1

BUSINESS COMMUNICATION

Objectives:

- To study the communication skills
- To understand the proper tone of language required in writing and speaking.
- To familiarize the speech structures and developing the speech outline.
- To communicate and develop presentation skills
- To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- Recall the basics of communication and its process, elements and importance
- Communicate in an effective manner and to shine as a better leader and guide the team with effective communication skills.
- Evaluate the effectiveness of revising and checking the messages.
- Use of appropriate technology for business presentations and digital communication and Write E-mails in a structured pattern
- Employ the art of report preparation and writing various types of letters.

UNIT-I

Communication: Meaning and Definitions - Objectives of Communication - Role of Communication - Process and Elements of Communication - Communication Networks - Types and Media of Communication - Barriers to Communication - Characteristics for Successful Communication - Information Technologies.

UNIT-II

Management and Communication: Need and Importance of Communication in Management - Corporate Communication - Communication Training for Managers - Communication Structure in an Organization.

UNIT-III

Business Letter: Need of a Business Letter - Function of Business Letter - Kinds of Business Letter - Essentials of effective Business Letter - Language and Layout - Planning the Letters - Enquiries and Replies - Sales Letter - Orders, Tender and Notice - Complaints - Letter of Appointment.

UNIT-IV

Correspondence: Bank Correspondence - Insurance Correspondence - Agency Correspondence - Import-Export Correspondence.

UNIT-V

Report Writing: Meaning and Importance of Reports - Purpose of a Report - Types of Business Reports - Characteristics of a Good Report - Preparing a Report - Report by Individual and Committees - Agenda and Minutes of Meeting.

References

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Namita Gopal, Business Communication, Galgotia Publications Pvt., Ltd., New Delhi.
3. Lesicar & Flatley, Basic Business Communication, Tata McGraw-Hill, publishing Company Limited, New Delhi.
4. P.D.Chaturvedi & Mukesh Chaturvedi, Pearson Education.
5. R.C.Sharma & Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Basic Business communication, Raymond V. Lesikar, Tata Mc Graw Hill, 2009.

TextBooks

1. R K Madhukar, Business Communication, Vikas Publishing, New Delhi.
2. C. S. Rayudu, Communication, Hima;aya publishing, Mumbai. 2007.
3. Sundar.K Business Communication. Vijay Nicole Imprints Private Limited, Chennai .

SEMESTER I - (CORE ELECTIVE PAPER 1 (B))
ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE:

- To understand the Organizational concept and models of OB.
- To understand and learn the effective interpersonal, team building and leadership skills.
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through the effective management of human resources.

COURSE OUTCOMES:

- Explain the OB Model and its contributing discipline.
- Apply motivational theories to resolve problems related to organizational Performa
- Evaluate the behavior of individual and groups in terms of the key factors that influence organizational behavior.
- Identify organizational factors affecting teams and culture in which the group function.
- Assess the potential factors like power, politics. Culture, climate and change on organizational behavior.

UNIT-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experiments and its implications - Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality.

UNIT-II

Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes ,Values and Job satisfaction - Stress – Causes of stress – Stress reduction strategies.

UNIT-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management – Counselling.

UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership - Power –sources of power

UNIT-V

Organizational Culture - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

References

1. Stephen P. Robbins, Timothy Judge, Seema Sanghvi, Organizational Behaviour, Pearson Education, New Delhi, 2010.
2. Debra L. Nelson, James Campbell Quick Khandelwal Preetam – Organizational Behaviour, Cengage Publishers (LTR Series) , New Delhi, 2011.
3. John. W Newstorm and Keith Davis, Organizational Behaviour - Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2010.
4. Ricky W. Griffin, Gregory Moorhead, Organizational Behaviour, Biztantra, Delhi, 2009.

TextBooks

1. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi, 2011
2. Kalliath, Brough, O'driscoll, Manimala, Organizational Behaviour Tata McGraw-Hill New Delhi 2010

SEMESTER I - (CORE ELECTIVE PAPER 1 (C))

KNOWLEDGE MANAGEMENT

Objective: To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To explain the evolution of knowledge management and its relevance in competitive environment.

CO2: To manage the entire process of KM & knowledge creation.

CO3: To develop knowledge leadership capabilities.

CO4: To apply knowledge management systems and tools.

CO5: To leverage knowledge as strategic resource using enabling technologies.

Unit I- Introduction: Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

Unit II- KM Process & Knowledge Creation: Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

Unit III- Knowledge Management Soft Support System: Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community.

Unit IV- KM Systems and Tools: Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

Unit V- Knowledge Strategies: Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

Learning experiences from real life case studies.

Readings (Unit wise)

Davenport, T. H. & Prusak, L. (1998). Working knowledge: How organizations manage what they know. Harvard Business Press.

Debowski, S. (2006). Knowledge Management. John Wiley & Sons Australia Ltd.

Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). Managing knowledge work and innovation. Palgrave Macmillan.

Awad, Elias M. & Ghaziri, Hassan M. (2004). Knowledge Management. Pearson Education Inc., Prentice Hall.

SEMESTER I - (OPEN ELECTIVE PAPER 1 (A))
Communication Skills for Managers

Course objectives:

1. To train on public speaking skills.
2. To understand importance of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To develop presentation skills
5. Exercises to face the audience without any anxiety

Course outcomes:

1. Becomes good at public speaking skills and presentation skills.
2. Become good at oral and written communication.
3. Become good at pronunciation.
4. Ability to communicate and develop presentation skills with confidence.
5. Discover the impact of changing communication methods on society

UNIT-1:

Definition, Nature and Scope of Communication Importance and Purpose of Communication- Process of Communication-Types of Communication

UNIT II:

Non verbal Communication-Personal Appearance- Gestures- Postures- Facial Expression-Eye Contacts-Body Language(Kinesics)- Time language-Silence- Tips for Improving Non-Verbal Communication-Communication Networks-Verbal Communication (Oral-Aural)

UNIT III:

Verbal Communication (Written)

UNIT IV:

Communication as A Skill For Career Building- Preparing for a Career- Presentation Skills-Business Communication-Telephone Skills

UNIT V:

Soft Skills for Leadership and Team Management- Qualities of a Good Leader Leadership Styles-Decision Making- Intrapersonal skills- Interpersonal skills- Problem solving- Critical thinking- Negotiation skills

Text Books:

1. Business Communication for managers – Payal Mehra, Pearson publisher, second edition 2016.
2. Effective Business English and Correspondence. - Pattan Chetty and Ramesh, M.S.,
3. Business Communication – N.S.Raghunathan&B.Santhanam, Margham
4. Business Communication – Dr. K. Sundar, Vijay Nicole Publication.

Reference Books:

1. Commercial Correspondence – R.S.N.Pillai and Bagavathi.

SEMESTER I - (OPEN ELECTIVE PAPER 1 (B)) COMPENSATION MANAGEMENT

Objective: The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO2: To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

CO3: To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

CO4: To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

CO5: To have insights about the employment benefits for women envisaged under compensation laws of India.

UNIT I-

Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies, assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Expatriate pay; Concept and rationale of employee welfare.

UNIT II-

The Payment of Bonus Act, 1965: Objects, scope and application; Definitions; Calculation of amount payable as bonus; Eligibility and disqualifications for bonus; Minimum & maximum bonus; Set on & Set off of allocable surplus; Application of Act in establishment in public sector; Bonus linked with production or productivity.

UNIT III-

The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; Time-limits; Deduction from wages; Remedies available to worker; Powers of authorities, penalty for offences.

UNIT IV-

The Minimum Wages Act, 1948: Objects; Application; Minimum fair and living wages; Determination of minimum wage; Taxation of minimum wage; Advisory board; Remedy to worker for non-payment of minimum wages.

UNIT V-

The Maternity Benefit Act, 1961: Definitions, employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, leaves, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

Armstrong, M. & Murlis, H. (1988). Reward Management: A Handbook of Salary administration.

Belchor, David W. (1988). Compensation Administration. Prentice Hall, Englewood Cliffs. NT

Malik, P.L. (2017). Handbook of Labourer and Industrial Law. Eastern Book Company.

Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). Compensation. Tata Mc Graw Hill, Special Indian Edition

Sharma, J.P. (2018). An Easy Approach To Company And Compensation Laws. New Delhi: Ane Books Pvt Ltd

**SEMESTER I - (OPEN ELECTIVE PAPER 1 (C))
OPERATION RESEARCH**

Course Objective:

- To impart the knowledge of various concepts of Operations Research.
- This course will also serve as a prerequisite for post graduate and specialized studies and research.

Course Outcome:

CO – 1: Define and formulate linear programming problems and appreciate their limitations and to understand concepts and terminology of Linear Programming from formulation of

mathematical models to their optimization using Simplex Method

CO – 2: To comprehend the concept of a Transportation Model and develop the initial solution for the same and the concept of a Assignment model and develop the optimum schedule and optimum cost.

CO – 3: Identify and select procedures for various sequencing problems

CO – 4: Elucidate the potential or proven relevance of game theory and its impact in many fields of human endeavour which involve conflict of interest between two or more participants.

CO – 5: Identify various inventory models Investigate network analysis on elements of scheduling by CPM and PERT techniques.

Unit I Introduction to Operation Research

Introduction: Definition- Scope of OR in Business - Linear Programming Problems Formulation – Graphical method of solution- Simplex Method.

Unit II Transportation and Assignment problems

Transportation: Initial basic feasible solution methods -Optimality test– MODI method.Assignment Problems – Hungarian method.

Unit III Sequencing problems

Job Sequence: Introduction- Johnsons rule for n jobs through two machines- n jobs through three machines- n jobs through m machines- 2 jobs with K machines.

Unit IV Game Theory

Game Theory: Introduction- Two person Zero sum game- pure and mixed strategy- Dominance Property- Graphical Method of 2 n and m 2 solving game.

Unit V Network Analysis Network Analysis: Introduction – Basic Terminologies – Critical Path Method-PERT- Float analysis.

Text Books:

1. N. D. Vohra, “Quantitative Management”, Tata McGraw Hill, 2006.
2. P. K. Gupta, Man Mohan, KantiSwarup: “Operations Research”, Sultan Chand, 2008.
3. V. K. Kapoor: “Operations Research”, Sultan Chand & Sons, 2006
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited, fifth edition.2013

Reference Books:

1. Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Kalavathy S, Operations Research, 2nd Edition, Vikas Publications, 2009.

SEMESTER II - (CORE 1)
HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

COURSE OUTCOMES:

- Explain the importance of HRM in the organization through their roles responsibilities, challenges etc.
- Assess the major HRM functions and processes of HRM planning.
- Explain how training helps to improve the employee performance.
- Analyze the emerging trends, opportunities and challenges in performance appraisal.
- Apply the Concept of job application and how it is practically applied in the organisation and application of concept of employer and legal system to manage the employment relations.

UNIT-I

Human Resource Management – Objectives and Importance – Functions and Scope of HRM – Qualities of HR Managers – Changing role of HR managers - HR functions and Global Environment.

UNIT-II

HR Planning and Recruitment: HR Planning Process - Job Analysis - Recruitment and selection – Sources of Recruitment – Meaning and Process of Selection – Selection tests and interviews.

UNIT-III

Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development – Performance Appraisal – Uses and Process – Traditional and Contemporary methods of Performance Appraisal System.

UNIT-IV

Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-V

Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - - Role of Trade unions - Collective Bargaining - Workers' participation in management.

References

1. Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.
2. Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
3. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.
4. Rudrabasavaraj, Dynamics of Personnel Admn. Himalaya Publishing House, Mumbai
5. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel/Human Resource Management, Tata McGraw Hill, New Delhi
6. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
7. Gary Dessler, Human Resource Management - (8th ed.,) Pearson Education, Delhi
8. P. Subba Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishers, Mumbai.
9. Ian Beardwell, Len Holden, Human Resource Management - A Contemporary perspective, Macmillan India Ltd.

Text Books

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao .P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subba rao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

SEMESTER II - (CORE 2)
FINANCIAL MANAGEMENT

COURSE OBJECTIVE:

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios
- To Implement investment decisions, the process and methods of evaluation of various investment proposals.
- To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
- To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

COURSE OUTCOMES:

CO – 1: Identify the theoretical and practical role of financial management in business corporations.

CO – 2: Evaluate different capital budgeting techniques & its application on investment decisions

CO – 3: Assess the importance of risk within the context of financial decision making

CO – 4: Analyze the different pattern of capital structure of the firm & its impact on the shareholders wealth.

CO – 5: Estimate cost of capital for long term source of finance

UNIT-I

Financial Management: Objectives and Functions – Scope of Financial Management - Role of Finance Manager – Risk-return trade off – Time value of money.

UNIT-II

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting - Capital budgeting process – Methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting.

UNIT-III

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

Capital Structure Planning – Optimum capital Structure – Factors determining capital structure – Theories of Capital Structure – NI Approach – NOI Approach - MM Approach – Dividend policy – Types of dividends – Factors determining Dividing Policy – Walter’s Model – Gordon’s Model – MM Hypothesis.

UNIT-V

Working Capital Management – Definition– Types of Working Capital – Significance of Working Capital – Sources of Working Capital – Factors affecting working capital requirements – Forecasting working capital requirements.

Note: Problems 60% and Theory 40%

Text Books

1. I. M. Pandey, Financial Management, Vikas Publishing, New Delhi, 2009
2. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, New Delhi, Tata McGraw Hill Publishing Co., 6th edi, 2012
3. Chandra Prasanna: Financial Management - Theory and Practice, New Delhi, Tata McGraw Hill Publishing Co., 4th ed., 1997
4. Sheeba kapil, Financial Management, Pearson Education, New delhi, 2009
5. Eugene F. Brigham, Joel F. Houston, Fundamentals of Finance Management, Cengage learning, New Delhi, 2011
6. Kuchhal S C: Financial Management, Allahabad, Chaitanya Publishing House, 1994.

Reference Books

1. John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
2. Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
3. Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
4. Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

SEMESTER II - (CORE 3)
MARKETING MANAGEMENT

Objectives:

- To develop understanding of marketing concepts, philosophies and historical background
 - To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
 - To study various tools and techniques of promoting the products in ethical manner.
 - To understand emerging concepts of marketing in the emerging global markets.
 - To understand the core concepts right from deciding the segment till customer satisfaction.

COURSE OUTCOMES

The successful completion of this course shall enable the student to:

- Understand importance and nature of marketing, evolution of major marketing philosophies, marketing management tasks and process, meaning and impact of marketing environment on marketing decision making, and nature buying process of household and institutional customers.
- Describe target market selection and positioning process.
- Know issues and process involved with product planning and price determination.
- Describe issues and process involved with promotion planning and distribution strategy.
- Identify and describe developments and contemporary issues in marketing.

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

References

1. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
2. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, 2002.
3. Iacobucci Dawn, Kapoor Avinash, Marketing Management, LTR series, Cengage Learning, New Delhi, 2011

- 4 Biplab S. Bose, Marketing Management, 3rd edition, Himalaya Publishing House, Mumbai, 2010

Text books

1. Kotler Philip, Keller, Koshy, Jha. Marketing Management, Pearson Education, New delhi, 2007
2. JoelR Evans, Berman. Marketing Management, Cengage Learning, New Delhi, 2009
3. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, Macmillan, New Delhi, 2009
4. Varshney, Marketing Management, Sultan Chand, New Delhi, 2010

SEMESTER II - (CORE ELECTIVE 2 (A))

OPERATIONS MANAGEMENT

Course Objective: -

To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages.

- To understand the concepts of layout, planning, maintenance, quality and inventory control, material and store management.

Course Outcomes

- . Reveal the ability to apply some mathematical forecasting techniques
- Summarise the Facility Location concepts and to Classify the Layouts.
- Describe the inventory implementation system.
- Study the work study features
- To understand basic Maintenance Planning and Control concepts.

UNIT-I

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments. Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method. Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model.

UNIT-III

Implementation of Inventory Systems, Introduction to P & Q system of Inventory Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TextBooks

1.Panneerselvam. R, production and operations management, 3rd Edition, PHI Learning, Delhi, 2013.

2.S.N. Chary, production and operations management, (Tata McGraw Hill).

References

1.Joseph G. Monks: operations management - theory and problems, (McGraw Hill).

2.Everett E. Adam & Ronald J. Ebert: production and operations management, (Prentice Hall, 1994).

3.William J. Stevenson: production/operations management, Richard Irwin.

4.Norman Gaither: production and operations management, (The Dryden Press).

5.Jack R. Meredith, the management of operation, (John Wiley & Sons).

6.Jay Heizer & Barry Render: operations management, Prentice Hall International, Inc. 2001, International Edition.

SEMESTER II - (CORE ELECTIVE 2 (B))

Customer Relationship Management

Courses objectives:

- To make students understand about the importance of customer information database
- To teach on the elements and process of CRM
- To impart knowledge on the strategic and operational CRM
- To acquire information about the concept and types of service quality
- To make students understand the current trends in CRM

Course outcomes:

- Candidates will be enriched with the knowledge on customer behaviour, customer perception and customer profile analysis
- Students would be knowing about the structure and models of CRM for business applications
- Able to understand the tools of CRM, role of CRM managers in implementation and customer retention plans
- Candidates could be equipped with knowledge on service quality gaps, dimensions and methods of measurement
- Gain information about data mining, data warehousing and changing corporate culture

UNIT

INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II

UNDERSTANDING CUSTOMERS

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III

CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV

CRM PLANNING AND IMPLEMENTATION

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V

TRENDS IN CRM

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Text Books

1. Alok Kumar et al, (2015), Customer Relationship Management: Concepts and Applications, Biztantra
2. Jim Cathart, (2016), The Eight Competencies of Relationship selling, Macmillan India
3. Peeru H Mohamed and A Sahadevan, (2017), Customer Relationship Management, Vikas Publishing

Reference Books

1. Shainesh, Jagdish, N.Sheth, (2015), Customer Relationships Management Strategic Perspective, Macmillan
2. Zikmund, (2201), Customer Relationship Management, Wiley

SEMESTER II - (CORE ELECTIVE 2 (C))

INTERNATIONAL FINANCE

Course Objectives:

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets. It focuses on for-ex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management.
- It enables students to understand the crux of international financial market.

Course Outcomes:

CO –1: State and describe the accounting components of Balance of Payments.

CO –2: State and explain international capital and foreign exchange market.

CO –3: Identify risk related to exchange rate fluctuations and develop strategies to deal with them.

CO –4: Outline various foreign exchange rate regime and each of its advantages and drawbacks.

CO –5: Identify factors affecting International Trade flows.

UNIT I INTERNATIONAL FINANCIAL ENVIRONMENT

Global Economy – Evolution, financial Globalization, rewards and risks, Openness of Indian Economy - International Monetary system, Multilateral financial institution – Overview, Importance and role in developing economies, Balance of Payments (BOP) – Fundamentals, Principles and its various components, The Current Account Deficit and Surplus

UNIT II FOREIGN EXCHANGE MARKET

Evolution of foreign exchange market -International Monetary System -Introduction- Forex Market participants- Foreign Exchange Rate regime-Fixed and Floating- Advantages and Disadvantages, Foreign Exchange Contracts - Spot and Forward Contracts – Swap and options, Forex Dealers/market makers and brokers-Forex Trading and SWIFT- Forex market in India- FERA Vs. FEMA

UNIT III EXCHANGE RATE DETERMINATION

Exchange Rate Determination - Exchange rate movements - Factors that influence exchange rates – Forward Rate and Cross Rate - Concepts of International arbitrage - Interest rate parity - Purchasing power parity - International Fisher effect.

UNIT IV INTERNATIONAL FINANCIAL MARKETS

International Financial Markets - basic concepts of the International Money Market –International Equity and Bond Market Foreign Trade Finance - Concept of foreign trade finance, Import licensing, Financing methods for import of capital goods, Export trade documents - Payment terms – Letter of credit, Pre shipment and post shipment finance, factoring, forfeiting and Countertrade.

UNIT V FOREIGN EXCHANGE EXPOSURE

Foreign Exchange Exposure- Translation Exposure – Definition and Types - Measurement, Management of Translation Exposure - Risk Associated with International Trade.

TEXTBOOKS:

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Eun, Cheol S., Bruce G. Resnick, International Financial Management, McGraw-Hill, 6th edition, 2012, ISBN-13: 978-0-07-803465-7.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
4. Eiteman, David K., Arthus I. Stonehill, and Michael H. Moffett, Multinational Business Finance, Prentice Hall, 12th edition, 2009.
5. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 10th Edition, 2013.
6. Levich, Richard, International Financial Markets, McGraw-Hill/Irwin, 2nd Edition, 2001.

SEMESTER II - (OPEN ELECTIVE 2 (A))

INDUSTRIAL AND LABOUR RELATIONS

Learning Objectives:

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working condition

Learning Outcome:

- Students will know the development and the judicial setup of Labour Laws.
- Be aware of the present state of Industrial relations in India.
- Be acquainted with the concepts, principles and issues connected with trade unions
- Collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution. Understand the various processes and procedures of handling Employee Relations.
- Understanding basic worker welfare legislations.

UNIT-I

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario

UNIT-II

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

UNIT-III

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

UNIT-IV

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

UNIT-V

Objective of workers Education - Recommendations of National Commission on Labour - Workmen Compensation Act, 1923 - Maternity Benefit Act - ESI Act - Legislation regarding gratuity - Provident Fund - Pension - Concept and Growth of Labour Welfare in India - Role, Responsibilities and Duties of Welfare officer.

Text Books

1. Dheodar, Punekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. P.R.N. Sinha, Indu Bala Sinha, Seema priyadarshini, Industrial Relations, Trade Unions and Labor Legislation, Pearson, New Delhi, 2010

4. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
5. A.M. Sarma Aspects of Labor welfare and Social Security, Mumbai, Himalaya Publication, 2010.

Reference Books

1. Gopal R. C.: An Introduction to Industrial Employment, Discipline & Disputes, New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc.: The Future of Industrial Relations, Sage Publications, New Delhi, Sage Pub., 1994.
3. Saxena R.C.: Labour Problems & Social Welfare, Meerut, K. Nath & Co., 1994.

SEMESTER II - (CORE ELECTIVE 2 (B))

CONSUMER BEHAVIOUR

Course Objectives:

- 1 To highlight the importance of understanding consumer behavior in Marketing.
- 2 To study the environmental and individual influences on consumers
- 3 To understand consumer behavior in Indian context.

Course outcome:

- Student shall be able to learn and understand the importance of consumer behavior in marketing and differential consumer behavior in Indian context.
- To understand role of marketing in influencing consumer behavior.
- To analyze the role of marketer & the consumer in advertising.
- To sensitize the students to the changing trends in consumer behavior.
- To understand Post purchase Behaviour.

Unit-I: Consumer Behaviour Introduction

Consumer behaviour – Definition – scope – customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics

Unit-II: Consumer motivation, Personality

Needs – Goals – Discovering purchase motives – motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour –Self image – Forms of self image – How general personality influence consumer behaviour

Unit-III: Consumer learning and Reference group appeal

Classical Conditioning – Instrumental Conditioning – Information Processing – Perceptual mapping – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

Unit-IV: Consumer perception

Perception – Weber's Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality - Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process.

Unit-V: Purchasing Process and Post purchase behavior

Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, situation segmentation – Positive / negative Post purchase Behaviour – Complaint Behaviour.

References and Text Books:

1. Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mookerjee, Consumer Behavior Building Marketing Strategy, 9/e, Tata McGraw-Hill, New Delhi, 2007.
3. Leon G.Schiffman, Kanuk Leslie Lazar, Consumer behavior, PHI Learning, New Delhi, 2008.
4. David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
5. Satish K Batra, S H H Kazmi, Consumer Behavior, Excel Books, New Delhi, 2008.
6. Michael R. Solomon, Consumer Behavior, PHI learning, New Delhi, 2009.
7. Wayne D.Hoyer, Deborah Maclnnis, Dasgupta, Consumer behavior, biztantra, New Delhi, 2008.

SEMESTER II - (CORE ELECTIVE 2 (C))

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective:

- To understand the investment opportunities
- To equip the students with essential tools, techniques, models and investment theory necessary for analyzing different types of securities, making sound investment decisions and optimal portfolio choice.

Course Outcomes: After successful completion of this course the student should be able to:

- To provide an idea about investments and its various alternatives
- To enable the students to understand Shares and Debentures
- To create an awareness regarding investment Risk and return
- To make them understand about securities analysis and management
- To provide knowledge about portfolio investment and various theories in portfolio management

Unit-I

Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium.

Unit-II

portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model.

Unit-III

Fundamental Analysis – factors consider in Economic Analysis – Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – qualitative aspects of industrial analysis – company analysis fundamentals.

Unit-IV

Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis.

Unit-V

Technical Analysis Vs Fundamental Analysis – underlying assumption of technical analysis – advantages – technical trading rules and indicators – momentum indicators – stock price and volume techniques Portfolio performance evaluation – risk adjusted measures of performance: style analysis.

Text Books

1. Donald E. Fischer and Ronald J Jordon: Security Analysis and Portfolio Management, New Delhi, Prentice Hall of India, 1990.
2. Robert A. Hanger: Modern Investment Theory, New Delhi, Prentice Hall of India (P) Ltd., 2002.

Reference Books

1. Bhalla V.K.: Investment Management; Security analysis and Portfolio Management, New Delhi, Prentice Hall of India, 6th Ed., 1995.
2. Bhalla V.K.; Financial Derivatives; New Delhi, S. Chand & Company Ltd., 1st ed., 2001.
3. Gordon J. Alexander, William F. Sharpe, Jeffery V. Bailey: Fundamentals of Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.
4. William F. Sharpe, Gordon J. Alexander, Jeffery V. Bailey: Investments, New Delhi, Prentice Hall of India (P) Ltd., 2002.
5. Charles P Jones, "Investment Analysis and Portfolio Management" Wiley Student edition, Wiley India Limited, 9th Edition, New Delhi.2008.
6. Reily and Brown, "Investment Analysis and Portfolio Management" South Western Cengage Learning, New Delhi.
7. Ranaganatham.M., and Madhumathi.R., "Investment Analysis and Portfolio Management" Pearson Education India Limited, 2008.

SEMESTER III

PAPER - 8

MANAGEMENT INFORMATION SYSTEM

Course Objectives:

1. To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business.
2. To learn to use Information Technology to gain competitive advantage in business.
3. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.

Course Outcomes:

Students shall be able to Understand the use of Information Technology with its impact in managing a business and gaining the competitive advantage in business.

- Understand the System concepts and the use of Information Technology.
- Understand the Information Reporting System.
- Understand the decision making process.
- Understand the use of Information Technology with its impact in managing a business and gaining the competitive advantage in business.
- Understand Societal challenges of Information technology

Unit-I

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit-II

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage – Introduction to data Management system – components of DBMS – Types of models.

Unit-III

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

Unit-IV

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit-V

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.

Text Books

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991.
2. James A O'Brein Management Information System Tata Mcgraw Hill New Delhi, 1991.
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.

References

5. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
6. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
7. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.
8. Panneerselvam, R , database management system Second Edition PHI Learning Pvt. Ltd., New Delhi, 2012.

HUMAN RESOURCE DEVELOPMENT

Objective: The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories and practices of HRD.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To build an understanding and perspective of Human Resource Development as discipline appreciating learning.

CO2: To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.

CO3: To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.

CO4: To develop a perspective of HRD beyond organizational realities including national HRD.

CO5: To understand contemporary realities of HRD and its interface with technology.

Unit I-

Introduction to Human Resource Development: Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

Unit II-

Human Resource Development Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

Unit III-

Human Resource Development Activities: Action learning, assessment and development centers; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

Unit IV-

Policy perspective of Human Resource Development: National HRD, workforce development, strategic HRD, talent management and leadership development.

Unit V-

HRD Trends: Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.

Text Books

1. Mankin, David (2009). *Human Resource Development*. Delhi: Oxford University Press.
2. Rao, T.V. (2005). *Future of HRD*. Macmillan Publishers India.
3. David McGuire, *Human Resource Development: Theory and Practice*- SAGE Publications- 2011

Reference Books

1. C.B. Mamoria, S.V. Gankar, *Human resource management*, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, *Human Resource Management* Pearson Education, Delhi, 2009.
3. Rao .P.L, *Comprehensive human Resource management*, Excel Books, new Delhi, 2006.
4. Subba rao, P., *Personal and Human resource Management*, Himalaya Publishing House, Mumbai, 2004.

Objectives:

- To acquire knowledge about the regulatory framework of companies
- To know about the different kinds of shares and debentures
- To identify the various managerial personnel of the company
- To gain knowledge about arranging meetings and resolution passing procedures
- To make the students understand about recent amendments of winding-up a company

Learning outcome:

- Students would be able to understand the meaning and basic characteristics of company and how it differs from other forms of businesses,
- Students will be equipped on the issue of shares, bonus and rights shares
- Able to identify the independent directors and key managerial personnel of the company
- Students could get sound knowledge on various kinds of meetings and resolutions
- Can acquire knowledge about various methods of winding-up of a company.

Unit I: Joint Stock Company

Meaning - Kinds of Companies (Special Provisions with respect to Private Company, Public Company, One Person Company, Small Company, Dormant Company) - Formation-Memorandum of Association-Contents-Restriction on "Other Objects"- Doctrine of Ultra Vires- Articles of Association-Contents-Prospectus-Contents-Types (Statement in Lieu of Prospectus, shelf Prospectus, Red Herring Prospectus)- Underwriting- Book Building Process-Green Shoe Option-E-Filing-Dematerialisation.

Unit II: Share Capital and Debentures

Meaning of Shares- Kinds of Shares- Voting rights-Issue of shares at a Premium and Discount-Partly paid shares- Bonus Shares- Rights shares-Sweat Equity Shares. Debentures-Meaning-Types.

Unit III: Managerial Personnel

Directors-Women Directors-Independent Directors-Director Identification Number- Other Key Managerial Personnel- Related Party Transactions.

Unit IV: Meetings and Resolutions

Meeting-Statutory Meeting-Annual General Meeting-Extraordinary General Meeting- Notice of Meeting-Quorum-Proxy-Board of Directors Meeting-Committee-Types of Committee-Audit Committee-Stake Holders Relationship Committee- Corporate Social Responsibility Committee. Resolutions-Ordinary Resolution- Special Resolution -Resolution requiring special notice.

Unit V: Winding up of Company

Modes of Winding up-Winding up by the Court-Voluntary Winding up-Types-Members Voluntary Winding up-Creditors Voluntary Winding up. National Company Law Appellate Tribunal.

Text Books

- 1.Kapoor,N.D.,BusinessLaws,SulthanChandandSons,NewDelhi.
- 2.Sreenivasan,M.R.BusinessLaws,MargamPublications,Chennai.
- 3.Dhandapani,M.V.BusinessLaws,SultanChandandSons,NewDelhi.
- 4.AvatarSingh, CompanyLaw, Eastern Book Company
- 5.Shukla,M.C.&Gulshan,S.S.,PrinciplesofCompanyLaw
- 6.BadriAlam,S&Saravanavel,CompanyLaw,HimalayaPublications
- 7.Gogna,P.P.S.,TextBookofCompanyLaw,S.Chand&Co.
- 8.Gaffor&Thothadri,CompanyLaw,Vijay NicoleImprintsPvt.Ltd.Chennai

References Books

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

PAPER - 11
Modern Banking

Course Objective:

1. To provide the students with the latest development in the field of Banking and Financial System.
2. To evaluate the theories relating to the role of banks as financial intermediaries.
3. Understand the role of transactions costs and informational asymmetries in the operation of the banking system.
4. To understand how bank-based systems differ from market-based systems.
5. To enhance and analyses the various bank performance measures.

OUTCOME:

1. To enhance the functions of Commercial Banks and Central Bank.
2. To learn the various types of deposits.
3. To understand the E-Banking and Internet Banking & Mobile Banking
4. To enhance Electronic fund transfers system.
5. To learn about Electronic payment systems

Unit – I:

Banking – Meaning – Definition – History of Banking – Banking System - Unit Banking Branch Banking - Mixed Banking –Commercial Banking – Functions - Credit Creation – Money Market – Characteristics – Constituents of Indian money market.

Unit – II:

Central Banking – Functions – Credit Control Devices – RBI – Functions – Different Departments of RBI.

Unit – III:

Nationalizations of Commercial Banks – Causes – Achievements – Pitfalls – SBI – SBI Groups – Functions – SBI and Industrial finance – SBI Rural Finance – RRBs - Functions – Co-operative Banks – Co-operative Credit Structure – Achievements of Co-operative Banking – Challenges.

Unit – IV:

E-Banking – Meaning - Benefits – Internet Banking Services – Drawbacks – Mobile Banking – Features – Drawbacks – Call Centre Banking – Features – Challenges – ATM – Types - Features – Benefits – Challenges – Credit Cards – Benefits – Constraints – Debit Card – Benefits – Smart Card – Features – Biometric Cards – Features – MICR Cheques – Benefits.

Unit – V:

Electronic Fund Transfer (EFT) - RBI Guidelines – Benefits of Electronic Clearing Systems – E-Cheques – E-Money – Real Time Gross Settlement (RTGS) – Benefits to Banker and Customer – Cheque Transaction – Core Banking Solutions (CBS) – Benefits – Single Window Concepts – Features.

Text Books

1. K.P.M.Sundaram and E.N.Sundaram, Modern Banking, Sultan Chand & Sons, new Delhi.
2. Dr.S.Gurusamy, Banking Theory Law and Practice – Vijai Nicole Publications.
3. Shekhar & Shekhar, Banking and Financial System, Margham Publications, Chennai – 17.
4. Radhaswami and Vasudevan, A Text book of Banking (Law, Practice and Theory of Banking).

Reference Books

1. B.Santhanam, Banking and Financial System, Margham Publications, Chennai -17.
2. Vijaya Iyengar, Introduction to Banking – Excel Book Publication, New Delhi.

3. S.K. Baral, Modern Bank Management, Skylark publications - Delhi.
4. Principles and Practice of Banking - Macmillan New Edition.

CORE ELECTIVE
PAPER - 3
A. TRAINING AND DEVELOPMENT

Objectives:

- 1.To select appropriate training methods based on training objectives, trainee characteristics, and organizational constraints
- 2.To conduct needs assessment to determine whether and what kind of training is necessary.
3. To evaluate and create conditions to ensure employees' readiness for training.
- 4.To determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
- 5.To understand how assessment, relationships, courses, and job experiences can be used for development

Course outcomes:

1. Learn the practical applications of training and development theories in recent times.
2. Learn to design training programmes for diverse workforce.
3. Understand the role of development officers.
4. Evaluate training and development programmes.
5. Recognize the mechanism of career development programmes

Unit–I : Introduction

Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.

Unit–II : Training Techniques

Techniques of on the job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off the job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

Unit–III : Career – Planning

Concept of Career – Career Stages - Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management

Unit–IV : MDP

Concept of management development programme – Components of MD programme. Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

Unit–V : Training Institutions

Need for Training in India – Government – policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.

Text Books

1. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990.
2. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hill, International Ed., 1999.
3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990.

Reference Books

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House (P) Ltd., 1998
2. Reid, M.A.: Training Interventions: Managing Employee Development London, IPM, 3rd ed., 1992.
3. Aggarwala, D. V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

CORE ELECTIVE
PAPER - 3
B. SERVICES MARKETING

Course objective

- To facilitate a thorough understanding of services marketing
- To explore marketing strategies for service firms
- To discuss the various pricing methods of services
- To describe the services marketing in non-profit firms
- To give importance of customer relationship marketing in servicing firms

Learning outcome

- Knowledge on classification of services
- Familiarity on marketing strategies in service firms
- Obtain knowledge in innovation in services
- Gain information on marketing of non-profit firms
- More ideas on customer relationship management

UNIT I

Nature and classification of services - Characteristics of services and their marketing implications.

UNIT II

Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism.

UNIT III

Product support services - pricing of services - problems of quality - innovations in services.

UNIT IV

Marketing of financial services – nature – types - marketing of insurance - mutual fund - marketing for non-profit firms.

UNIT V

CRM & Relationship Marketing Customer Satisfaction.

Text Books

1. Christopher H Lovelock & Lawren Wright, “Principles of Services Marketing and Management”, Pearson Education.
2. Bateson E G, “Managing Services Marketing - Text and Readings”, Dryden Press, Hinsdale 111, 1989.
3. Philip Kotler and Paul N. Bloom, “Marketing Professional Services”, Prentice Hall, New Jersey, 1984.

Reading Books

1. Payne, “The Essence of Services Marketing”, New Delhi, Prentice Hall, 1994.
2. Berry Dick, “Managing Service for Results”, New York, ISA, 1983.
3. Lovelock, C.H., Managing Services, Englewood Cliffs, N.J., Prentice Hall, 1988.
4. Karen P Coronclaves, “Services marketing – A Strategic Approach”, Pearson Education.
5. Woodruffe, “Services Marketing”, Pearson Education.

Zeithaml, Valarie A., “Services Marketing”, McGraw-Hill Publishers

CORE ELECTIVE
PAPER - 3
C. Indirect Taxation

Course Objectives

- To get familiarise with the direct and indirect taxation system in India
- To know about the need and benefits of GST
- To gain information about the provisions under GST
- To know about the assessment and audit of GST
- For acquiring information about the levy and collection of customs duties

Learning outcome:

- Candidates will get insights on objectives of taxation, powers of states to levy taxes
- Students would be able to know the taxes covered by GST, scope and types of supply
- Able to understand the administrative structure of GST, officers, jurisdiction and appointment powers
- Could be with a good knowledge on demands, recovery, appeals, revision and penalties under GST
- Students could acquire information about the customs officers, powers and types of customs duty

UNITI:

Introduction

History and Objectives of Taxation- Canons of Taxation-Tax system in India-Direct and Indirect Taxes-Meaning and Types - powers of Union and States to levy taxes

UNIT – II GST – Overview & Concepts

Background behind implementing GST- The need for GST- Business impact- Objectives and Benefits of GST-SGST- CGST and IGST- Taxes covered by GST- Definitions - Scope and Coverage Scope of supply- Levy of tax- Rate Structure- Taxable Events - Types of Suppliers - Composite and Mixed Supplies - Composite Levy - Cross empowerment

UNIT – II GST Taxation/ Assessment proceedings

Return- Refunds- Input Tax Credit- Reverse charge Mechanism, Transitional Provisions composition under GST- Administrative structure of GST-Officers as per CGST Act- Officers as per SGST Act-Jurisdiction- Appointment Powers.

UNIT-IV GST Audit

Assessment and Audit under GST- Demands and Recovery- Appeals and revision- Advance ruling Offences and Penalties - NAPA (National Anti-Profiteering Authority)

UNIT-V Customs duty

The custom duty- Levy and collection of customs duty- Organisations of custom departments- Officers of customs- powers- Appellate Machinery- Infringement of the Law-Offences and Penalties- Exemptions from duty customs duty draw back- duties free Zones - Export Incentive Schemes

Note: All Units only Theory

Text Books

1. Sweta Jain, GST law and practice Taxmann Publishers, July 2017
2. Datt V S, GST- Input Tax Credit- Taxmann Publishers, second edition August 2017
3. Anurag Pandey- Law and Practice of GST- Sumedha Publication House 2017
4. Vandana Banger- Beginners- Guide AdhayaPrakashan Publisher 2017

Reference Books

1. Govindarajan- A practical guide send text publishers July 2017
2. Datta, D C, Layman's Guide on GST, Taxman Publications
3. Reddy & Dr. Y. Hariprasad Reddy, Business Taxation, Margham Publications, Chennai
4. Balachandran K, GST and Customs Law, Vijay Nicole Imprints, Chennai

OPEN ELECTIVE
Paper - 3
(to choose one out of 3)

A. PERFORMANCE MANAGEMENT

Course Objective:

- This paper aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.
- This paper also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.
- To examine the importance of an effective performance management system in helping organizations define and achieve long term and short term goals vital to its overall success.

Course Outcome

- CO – 1: To study the role of performance management in an organization.
- CO – 2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- CO – 3: Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.
- CO – 4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- CO – 5: Arrange the appropriate current trend in performance management system.

UNIT I INTRODUCTION

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

UNITII PERFORMANCE APPRAISAL SYSTEMIMPLEMENTATION Setting objectives - Organisational and individual performanceplans - determinants of performance Components of Managingperformance and development plan - setting mutual expectations andperformance criteria.approaches to measuring performance, diagnosing the causes of poor performance.

UNIT III CONDUCTING STAFF APPRAISALS

Purpose of Appraising - Methods of appraisal, objectives, skill required, the roleof the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation.

UNIT IV PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT

Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems; performance linked remuneration system, performance linked career planning & promotion policy.

UNIT V.

CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management. Building and leading High performing teams – team oriented organizations - developing and leading high performing teams.

Text Books:

T.V. Rao: 'Performance Management and Appraisal Systems'; Response Books; 2011.

Chadha, Performance Management: It's About Performing – Not Just Appraising, McMillan India Ltd, 2003.

References:

Herman Aguinis, Performance Management, Pearson Education, 2012.

Dixit Varsha, Performance Management, Vrinda Publications Ltd, 2009

Michael, Armstrong, Performance Management, Kogan Page, 2003

OPEN ELECTIVE
Paper - 3
B. RETAIL MANAGEMENT

Course objective:

1. To bring out the importance of traditional retailing-brick and Motor stores.
2. To create awareness on various retailers strategies.

Course outcome:

- Illustrate the various types of retailing formats.
- Educate them with the importance of retailers and manufacturers brands
- Emphasize the importance of retail location.
- Learn the strategy to improve on the retail promotion.
- Update the latest technological intervention in retailing.

Unit-I

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

Unit-II

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

Unit-III

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

Unit-IV

Retail promotion - setting objectives, Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

Unit-V

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

Reference and Text Books

1. Berman and Evens, *Retail Management*, PHI.
2. David Gilbert, *Retail Management*, Financial Time/Prentice Hall.
3. Gibson Vedamani, *Retail Management*, Jaico Books.
4. Levy & Weitz, *Retail Management*, Tata McGraw Hill.

OPEN ELECTIVE

Paper - 3

C. Financial Markets & Institutions

Course objectives

- To make an introduction about the basic concepts of capital and financial markets
- To impart knowledge on the working of commercial paper market, including bill market
- To teach the students on the evolution and growth of capital market
- To acquaint the students with the knowledge on the functioning of various financial institutions such as NABARD, EXIM bank, etc
- To make students understand the working of various credit rating agencies such as CRISIL, CIBIL, DFHIL

Learning outcome:

- After learning the chapter, students will be equipped with information on money market, financial instruments and capital market
- Students would be knowing about bill market, certificate of deposit market and gilt-edged securities market
- Able to understand the capital market instruments, new issues market, debt and bond market
- Candidates could gain knowledge on credit and risk management
- Able to get basic idea on the functions and services of IMF, world bank, ADB, EXIM bank and SEBI

Unit I Introduction: Financial markets - meaning - definition - role - functions - constituents - financial instruments - capital market instruments - Indian money and capital markets - global financial markets - **Money market:** meaning - characteristics - importance - general functions - segments - financial institutions - characteristics of developed money market - global money markets - **Call money market:** meaning - features - benefits - Indian call money market - call money rates - **Commercial paper market:** meaning - features - Satellite Dealers (SDs)

Unit II Commercial paper market: meaning - importance - developed bill market - shortcomings of Indian bill market - Bill Market Scheme, 1952 - Bill market Scheme, 1970 - IDBI Bill Rediscounting Scheme - Reasons for the failure of bill market scheme - revitalizing bill market - **Certificate of Deposit (CD) market:** meaning - features - time deposit Vs certificate of deposit - role of DFHI - Treasury Bill Market: meaning - Treasury Bills - general features - Indian TBs - Benefits - **Gilt-edged securities market:** meaning - features - Repos, government bonds - importance of gilt-edged market

Unit III Capital Market: meaning –characteristics – evolution and growth – new financial instruments – major issues – **Capital market instruments** – meaning – types – preference shares – equity shares – non-voting equity shares – company fixed deposits – warrants – debentures and bonds – global debt instruments – **New Issues Market (NIM)** – meaning – NIM

and secondary market – methods of marketing securities – intermediaries in NIM – Debt market – meaning – advantages – risks on debt – role of bond market – price determination – yield of bond

Unit IV Financial service institutions – Clearing Corporation of India Limited – settlement of risks – risk management system – benefits – **CRISIL** – range of services – **CIBIL** – credit information – credit assessment – mechanism – defaulted credit facility – access to **CIBIL** information – credit information report – **DFHIL** – **ICRA** – Moody’s Investor Service – Standard & Poor – Fitch Ratings – **OTCEI** – **NSDL** – **STCI**

Unit V Financial Institutions – meaning – special characteristics – money market institutions – capital market institutions – cooperative banking institutions – **National Housing Bank** – functions and working – **EXIM bank of India** – functions and working – **NABARD** – functions and working – **RBI** – functions and working – **NBFCs** – **FII**s – role and danger – **IMF** – **World Bank** – **IFC** – **ADB** – Stock exchange – meaning – functions traders – role of **SEBI** – stock trading – regulatory framework – Insider trading – speculation – Investor protection – listing – **SBI** – functions and working

Text Books

1. **MEIR KOHN, (2004)**, ‘Financial Institutions and Markets’, Oxford University Press, New Delhi
2. **BHOLE L M AND JITENDRA MAHAKUD, (2012)**, Financial Institutions and Markets, McGraw Hill Education, New Delhi
3. **GURUSAMY S, (2015)**, ‘Financial Markets and Institutions’, Vijay Nicole Imprints Ltd, Chennai
4. **ANTHONY SAUNDERS AND MARCIA MILLAN CARNET, (2010)**, ‘Tata McGraw Hill Publishing Company, New Delhi

Reference Books

1. **ROSE, PETER S., AND FRASER, DONALD R, (2000)**, ‘Financial Institutions: Understanding and Managing Financial Services’, Tex Business Publications, New York
2. **KINSELLA, RAY, (2009)**, ‘New Issues in Financial Services, Powell’s Books, London
3. **KHAN M Y, (2001)**, ‘Financial Services’, Tata McGraw Hill, New Delhi

SEMESTER IV
PAPER – 12
Entrepreneurial Development

To enrich the students towards the knowledge of entrepreneurial skills and to make the students understand the approaches to attain the goals of the business.

Course Outcomes

- To aiming to develop students about Role and Responsibility of Entrepreneurs in Indian context.
- To create an awareness on various Entrepreneurship Development Programme
- To enable them to understand project formulation
- To familiarize the students with various financial institutions.
- To enable them to understand Growth Strategies in Small Business.

Unit-I

Definition - Concept - Classification and types of entrepreneurs - Entrepreneurial Traits – Entrepreneurial scene in India - Role and Responsibility of Entrepreneurs in Indian business context –Factors influencing Entrepreneurship – Achievement Motivation – Entrepreneurial Development Programme: Role and objectives of the EDP programme.

Unit-II

Women Entrepreneurship –Concept, Functions, Growth and problems of Women Entrepreneurship – Strategies for the development of women entrepreneurs - Rural Entrepreneurship –Meaning, Need and Problems of Rural Entrepreneurship.

Unit-III

Project Identification and Selection - Project Formulation – Project Appraisal – Financing of Enterprise.

Unit-IV

Institutional Finance to Entrepreneurs – Commercial Banks and Other Financial Institutions – IDBI – IFCI – ICICI – LIC – UTI – SFC – Institutional Support to Entrepreneurs – SIDO – DICs – SISI - TCOs.

Unit-V

Growth Strategies in Small Business – Sickness in Small Business – Export Documents and procedure for small business – E-Commerce and Small Enterprises .

Text Books:

1. Clifford F. Gray, Erik W. Larson, Project Management, Tata McGraw Hill, New Delhi, 2007.
2. Prasanna Chandra, Projects, Tata McGraw Hill, New Delhi, 2007.
3. Nagarajan. K. Project Management, New Age International Publishers, New Delhi, 2007.

4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House, 2007.
5. Gobalakrishnan. P., & V E Ramamoorthy, Project Management, Macmillan India Ltd, New Delhi, 2006.
6. Poornima M charantimath, Entrepreneurship development and small business enterprises, Pearson Education, New Delhi, 2007.
7. Khanka. S.S. Entrepreneurial Development, S Chand & Company, New Delhi, 2008.
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas Publishing House, New Delhi, 2008.
9. Robert D. Hisrich Michael P. Peters, Dean A Shepherd, Entrepreneurships, Tata McGraw Hill, New Delhi, 2007.

Reference Books:

1. Sahay. A. & A. Nirhar, Entrepreneurship, Excel Books, New Delhi, 2007.
2. Joy. P.K., Total Project Management – The Indian Context, Macmillan India Ltd, New Delhi, 2006.
3. Sonatakki. V.C., Project Management, Himalayas Publishing House, New Delhi, 2008.

PAPER - 13

Business Environment

Course Objective

1. To understand the concept of business environment as well as internal and external components.
2. To understand the conceptual framework of income, saving and investment trends in the economy.
3. To understand the concept of international trade and balance of payment.
4. To understand the concept of inflation and parallel economy.
5. To study about monetary policy, industrial policy and privatization.

OUTCOME:

1. To learn the various elements internal as well as external affecting business environment.
2. To enhance the techniques like SWOT analysis.
3. To students learn the terms like inflation, GDP, etc.
4. To learn the consequences with regard to BOP.
5. To learn economic trends and effect of Govt. policies as LPG

Unit – I:

Business Environment – Definition- Importance- Dimension of business environment: Economic, Social, Cultural, Political, Legal, Demographic, Natural and Technological Environment

Unit – II:

Political and Economic Environment - Economic systems – Capitalism – Socialism – Mixed economy - Features, Merits & limitations of each – Role of Government in business : regulatory role-promotional role , entrepreneurial role and planning role – Constitution of India – The preamble – The fundamental rights – The Directive Principles

Unit- III:

Industrial policy Resolutions in India - Meaning – Need & Importance of Industrial policy - Industrial policy resolutions 1948 & 1956 – The New Industrial policy 1991 – Features – Meaning of Liberalization, Privatization and Globalization

Unit- IV:

Global Environment - Meaning – Merits and Demerits of Globalization – GATT (General Agreement on trade and tariff) – Meaning, Objectives – WTO and its functions - MNCs (Multinational Companies) – Benefits and limitations of MNCs.

Unit- V:

Social Responsibility of Business - Concept – Responsibility to shareholders ,Employees, Consumers and community –Overview of CSR Business ethics- meaning and importance.

Text Books

1. Business Environment - Francis Cherunilam, Himalaya Publishing House-2011, Mumbai-400 004.
2. Business Environment-Sahitya Bhawan Publications- Revised Edition 2017,
3. Business Environment - Dr.K.Chidambaram&Dr.V.Alagappan, Vikas Publishing House Pvt Ltd-2007 New Delhi.
4. Essentials Of Business Environment - K.Aswathappa, Himalaya Publishing House.-2005

Reference Books

1. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
2. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
3. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
4. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

PAPER – 14

QUALITY MANAGEMENT

Course objective:

- To understand the success factors, the principles for successful implementation of Quality Management.
- To understand the tools and technique for implementation of TQM in any industry.
- To create awareness about the ISO certification process and new trend like Six Sigma.

Course outcome:

At the end of the course the students will be able to:

CO – 1: Define the quality based on the quality gurus.

CO – 2 Acquire knowledge on the various techniques of TQM

CO – 3: Recognize the implementation of SPC tools.

CO – 4: Degree of variation, defect and opportunity based on six sigma.

CO – 5: understand the concept of BPR.

UNIT-I

Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

UNIT II

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

UNIT III

_ Process and Statistical Quality Control- quality system, control chart for variables (X and \bar{R}) and (X and S charts), control charts for attributes (p, c and u charts), Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card.

UNIT IV

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM , reliability, Failure modes and effects analysis (FMEA), - Introduction to ISO Series..

UNIT V

Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality .

Text Books:

1. Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.
2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, Total Quality Management, Pearson Education, Inc., USA, 2003.

References

3. Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.
4. Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.
5. Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.
6. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

CORE ELECTIVE
Paper - 4
(to choose one out of 3)

A. ORGANISATIONAL DEVELOPMENT

Objective: To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences and understand the applicability of OD interventions to be facilitated through case-studies.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To understand the need and philosophy of organization change and development in the changing times.

CO2: To learn OD as an applied field of change.

CO3: To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.

CO4: To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.

CO5: To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

UNIT-I

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

UNIT-II

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

UNIT-III

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

UNIT-IV

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

UNIT-V

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

References :

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.

CORE ELECTIVE

Paper - 4

B. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Objectives:

1. To understand the strategic role of logistics management
2. To study the important modes of logistics operations
3. To Know supply chain techniques in an international perspective.

Learning Outcomes:

1. Able to Understand the basics of Logistics and Supply chain Management.
2. Able to Understand the different modes of Transportation.
3. Able to Understand the concept of Containerization .
4. Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
5. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally.

Unit I

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships.

Unit -2

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

Unit 3

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

Unit -4

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar

codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

Unit – 5

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing Customs Formalities- Clearing ,Distribution to Units.

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, “International Logistics”, Biztantra.
5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

CORE ELECTIVE

Paper - 4

C. BANKING AND INDIAN FINANCIAL SYSTEMS

Course Objectives:

To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

Course outcome

- 1. Understand and learn the Indian Banking system.
- 2. Understand and learn the structure of central banking system.
- 3. Student shall be able to learn & understand the Concepts & Practical dynamics of the Indian industrial and agricultural banking systems in India.
- 4. Student shall be able to learn & understand the Concepts & Practical dynamics of the Indian Financial System.
- 5. Understand and learn the foreign investment system.

UNIT 1: BANKING SYSTEMS: Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing- Banker and Customer Relationship- Deposit Mobilization- Loans and Advances- Assets and Liabilities Management- Secured Advances- Endorsement and Crossing of Cheques- Payment of Cheques- Collection of Cheques.

UNIT 2: CENTRAL BANKING SYSTEM: Nature- Organization and Management- Functions- Methods of Credit Controls- Objects of Monetary Policy- Autonomy of Central Bank Systems- Indian Money Market- Indian Capital Market- New Issue Market- Banking Legislations in India.

UNIT 3: INDUSTRIAL AND AGRICULTURAL BANKING SYSTEMS: All Indian Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARD- NHB- Micro Financing Institutions.

UNIT 4: FINANCIAL SYSTEMS: Introduction- Overview of Indian Financial System- savings and Financial Intermediation- financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds- Indian Fiscal Systems.

UNIT 5: FOREIGN INVESTMENTS: Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market

Text books:

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill
2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons

References:

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House
2. Varshney, Banking and Financial Systems, S Chand
3. SriVastava, Management of Financial Institutions, Himalaya Publications.

OPEN ELECTIVE
Paper - 4
(to choose one out of 3)

▪ **STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Objective:

- To distinguish the strategic approach to human resources from the traditional functional approach.
- To understand the role strategic human resource management in a firm's success, along with knowledge of the basic functions of human resource management, current
- The course would enable students to gain an understanding of the latest trends and developments in training.

Course Outcome

At the end of the course the students will be able to:

- 1. Identify the key HRM functions and operations;
- 2. Compare the linkages between HRM functions and operations and organizational strategies, structures and culture;
- 3. Analyze how training helps to improve the employee performance.
- 4. Calculate the Concept of Competency mapping and potential assessment center.
- 5. Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

UNIT I HUMAN RESOURCE DEVELOPMENT

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

UNIT II EVALUATING HRD

Motivational aspects of HRD – Line managers and HRD – Developmental supervisions counseling and mentoring – Bench Marking – Human Resource Accounting – HRD audit.

UNIT III TRAINING AND DEVELOPMENT

Training – Types of training - Formulation and statement of training and development policies – training and developments of managerial personnel – technical personnel and workers – management development methods – Evaluation of training and development programmes – e-training – Cross culture.

UNIT IV CAREER & COMPETENCY DEVELOPMENT

Career Concepts – Roles – Career stages – Career planning – career development – competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model – Equity and Competency based Compensation – succession planning – potential appraisal assessment center.

UNIT V HRD IN ACTION

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, role of HR functions in TQM – employee health and welfare programs work stress – Employee coaching and counseling.

Total: 60 H

Text Books:

Jim Grieses, Strategic Human Resource Development, Sage Publications, 2003.

Srinivas R.Kandula, Strategic Human Resource Development, PHI, 2001.

References:

- Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
- Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
- Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
- Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
- Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.
- Werner &Desimone, Human Resource Development, Cengage Learning, 2006
- William E. Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey, 1982.
- Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009.

OPEN ELECTIVE
Paper - 4
B. BRAND MANAGEMENT

Course objective –

- To understand the importance of products and branding.
- To successfully build brands and creating a emotional attachment to the consumers.

Course outcome

- Formulate the decisions regarding product and brand extensions.
- Discuss the history of successful brands and summarize the several functions of marketing management.
- Compare and contrast the brands of a given product.
- Measure brand equity to know the strength of brand.
- Differentiate branding in various categories of products.

UNIT – I

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

UNIT – II

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

UNIT – III

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

UNIT – IV

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

UNIT – V

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

Reference:

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.

6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

OPEN ELECTIVE

Paper - 4

C. WORKING CAPITAL MANAGEMENT

Course Objective

- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.
- Investigate funds flow cycles and their impact on working capital management objectives.

Course Outcome

- Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
- Formulate appropriate working capital management policies to achieve corporate objectives.
- Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value.
- Write a plan for a balanced integration of cash, credit and other short-term topics and policies.
- Formulate and integrate an extended treatment on international working capital topics.

UNIT-I

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

UNIT-II

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

UNIT-III

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

UNIT-IV

Management of Cash Marketable Securities: Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management - Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover - Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages.

UNIT-V

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of the bank credit.

Text Books

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub (P) Ltd., 4th ed., 2001.
2. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
3. Scherr F.C: Modern Working Capital Management, New Delhi, Prentice Hall of India, 1995.

Reference Books

1. Hampton J.J & C.L. Wagner: Working Capital Management, New Delhi, John Willey & Sons, 1996.
2. Rao P.M.: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga vithal: Financial Accounting for Management; Text and Cases; New Delhi, Macmillan India Ltd., 2001.

List of NPTEL Courses under MOOC's recommended:

1. Global Marketing Management
2. Sales and Distribution Management
3. Behavioral and Personal Finance
4. Business Analytics for Management Decisions
5. Consumer Behaviour
6. Entrepreneurship
7. Business Ethics
8. Total Quality Management
9. Corporate Social Responsibility
10. Financial Institution and Markets
