

III Semester

SUPPLY CHAIN AND OPERATIONS MANAGEMENT

Course Code: P09 MBA 31
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Facility Planning

Facilities location decisions, factors affecting facility location decisions and their relative importance for different types of facilities, Facility location models.

Facility layout planning: Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout , process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

Facilities utilities – lighting, ventilation, air conditioning, noise control, sanitation.

Materials handling - objectives, principles, types.

(8 Hrs)

MODULE 2

Capacity Planning

Demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning, concepts of yields(productivity) and its impact on capacity.

aggregate planning, purpose, necessity and importance of aggregate planning, Managerial importance of aggregate plans, Resource requirements planning system, material requirement planning, objectives of MRP, elements of MRP, BOM, benefits of MRP.

Job shop scheduling n jobs on 1 machine, n jobs on 2 machines.

Materials Management

Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Concepts of lead time, purchase requisition, purchase order, amendments, forms used and records maintained.

Inventory Management : Concepts of inventory, types, Classification, selective inventory management, ABC, VED, and FSN analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. Numerical Problems.

Stores- types, functions, roles responsibilities, Inventory records.

(10 Hrs)

MODULE 3

Quality Management

Basic concepts of quality of products and services, dimensions of quality. Relationships between quality, productivity, costs, cycle time and value. Juran's quality trilogy

Demings 14 principles..7 QC tools, PDCA cycle, Quality circles, Quality Function Deployment and its benefits.

ISO 9000 – 2000 clauses, coverage, QS 9000 clauses, coverage, six sigma concepts, Baldrige award, Role of management in implementing quality systems.

Concept of specification limits, statistical control limits, Process control and control charts for both attributes and variable data. Operators role in quality assurance.

(10 Hrs)

MODULE 4

Introduction to Supply Chain Management - Supply chain – objectives – importance –decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

Designing the supply chain network - Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.
(8 Hrs)

MODULE 5

Coordination in a Supply Chain: Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.
(5 Hrs)

MODULE 6

Dimensions of Logistics: Introduction: A macro and micro dimension – logistics interfaces with other areas – approach to analyzing logistics systems – logistics and systems analysis – techniques of logistics system analysis – factors affecting the cost and importance of logistics.

Demand Management and Customer Service: Outbound to customer logistics systems – Demand Management – Traditional Forecasting – CPFRP – customer service – expected cost of stock outs – channels of distribution.
(7 Hrs)

Recommended & Reference Books:

- Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
- Coyle, Bardi, Longley, The management of Business Logistics – A supply Chain Perspective, Thomson Press, 2006.
- Strategies, and Case Studies, McGraw Hill International Edition 2003.
- Operations Management Theory and Practice, *B.Mahadevan*, Pearson education, Second impression 2007
- Operations Management, *William J. Stevenson* 8th 2005 edition.
- Production and Operations Management – *Prof. K. Ashwathappa, K Sridhar Bhat*, Himalaya Publications
- Production and Operations Management, Text and cases, Upendra kachru, First edition excel Books.
- Operations Now, Byron J Finch, tata Mc Grawhill, 3rd edition,2009

Operations Management, Norman Gaither & Greg Fraizer, Thomson SouthWestern

MODULE 1

Basic concepts, goals, and strategic key variables in management control systems. Management by objectives. Management Control - Operational Control – Task Control. Concept of cost centers, profit centers and investment centers. sources for cost information, Cost units- classification of costs- cost analysis for management decision making. (10 Hrs)

MODULE 2

Determining product costs: cost elements for product costing- - accounting for factory overheads- principles of allocation and absorption – determining product costs. Mechanics of ascertaining product costs under job order costing and process costing (Does not include Equivalent production, Byproducts) . Theoretical concepts of Activity Based Costing(ABC) (8 Hrs)

MODULE 3

Cost-volume – profit (CVP) Relationship: Profit planning- behavior of expenses in relation to volume- CVP model- sensitivity analysis of CVP Model for changes in underlying parameters- assumptions of the CVP Model- Utility of the Model in Management Decision Making.

Variable costing: Concept of variable (Marginal) costing. Comparison between variable costing - advantage of variable costing. Decisions involving alternative choices: cost analysis for decision making like discontinuing a product, accepting a special order, make or buy, Sell or Process further, Product Mix (14 Hrs)

Hrs)

MODULE 4

Pricing policies: - objectives of pricing policies- marginal analysis and pricing – full cost pricing-ROI pricing – contribution approach to pricing – concepts of transfer pricing.(only theory) (4 Hrs)

MODULE 5

Budgeting and budgetary control: - Budgeting as a tool of management control-steps in budget preparation-Functional budget (Problems on Sales, Production, Material, Master budget & Cash budget), flexible budgets. (6 Hrs)

MODULE 6

Standard costing and variance analysis: Need for setting standards- development of standards for material and labour costs- variance analysis –breakup of material and labour cost variances- analyzing overhead variance (only theory)

Cost control and cost reduction: introduction to cost control- cost reduction- fields covered by cost reduction- tools and techniques for cost reduction. Cost Audit: Scope of cost audit – Types ,Advantages, limitations. (6 Hrs)

Recommended & Reference Books:

- Robert.N.Anthony & Vijay Govindrajan –Management Control system-(TMH)
- Introduction to Mngement Accounting - Charles T Horngren –Pearson/PHI
- Lynch& Williamson: Accounting for Management- Planning & Control- (TMH)
- Khan & Jain- Cost Accounting-(TMH)
- Cost Accounting: Principles and Practice - Bhattacharya – PHI
- Cost Accounting – Jawaharlal – TMH
- Practical Costing- P C Tulsian – Vikas
- Cost Accounting – M.N Arora – Vikas
- Management Accounting – Sharma, Sashi K Gupta - Vikas
- P. Saravanavel-Management Control System- (HPH)
- Cost Accounting -Charles T Horngren –Pearson/PHI
- Khan& Jain- Management Accounting –(TMH)
- Management Control Systems – Merchant – Pearson

FINANCE

ADVANCED FINANCIAL MANAGEMENT

Course Code: P09 MBA 3F1
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
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Exam Duration: 03 Hrs

MODULE 1

Working capital management –Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital) .Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverages. Cash Management – Forecasting cash flows– Cash budgets, long-term cash forecasting, monitoring collections and receivables, optimal cash balances – Baumol model, Miller - Orr model & stone model. Strategies for managing surplus fund (10 Hrs)

MODULE 2

Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and discriminate analysis. Control of accounts receivables, Factoring. Inventory Management: Determinations of inventory control levels: ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (10 Hrs)

MODULE 3

Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. (10 Hrs)

MODULE 4

Dividend policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Legal and procedural aspects of dividends Corporate Dividend Tax. (6 Hrs)

MODULE 5

Hybrid Financing – Preferred stock, Warrants and convertibles, Private equity. Venture funds, Angel financing, financial management in intangible – intensive companies. Characteristics of intangibles, implications for financial managements, Types and approaches to valuations of intangible assets. (6 Hrs)

MODULE 6

Corporate financial modeling – Agency problem and consideration. Effect of inflation on ; Asset value, firm value, returns, Financial planning – Basis of financial planning, sales forecast method, pro-forma P & L account method, pro-forma balance sheet method, determination of External Financing Requirement (EFR).Financial Management of sick units: Definition of sickness, causes, symptoms, predictions, revival strategies, institutions for revival of sick units. Economic Value Added (EVA) – concept, components of EVA. Market Value Added (MVA) (6 Hrs)

Recommended & Reference Books:

- Prasanna Chandra: Financial Management, (TMH), 7/e, 2004
- M.Y. Khan & P.K. Jain – Financial Management, (TMH), 5/e, 2004
- I.M. Pandey – Financial Management (Vikas), 9/e, 2005
- Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson Learning, 10/e – 2004
- Ross, Westerfield & Jaffe, Corporate Finance– TMH – 7/e, 2005
- Advanced Financial Management – Sudhindra Bhat – Excel Books.
- Vanhorne, Financial Management & Policy, Pearson / PHI
- Keown, Martin, Petty. Scott, Financial management :principles and applications—PHI
- Brearly and Myers, Principle of Corporate Finance– TMH– 8/e, 2004
- Ashwath Damodaran, Corporate Finance – Theory & Practice – John Wiley, 2003
- Pandey & Bhatt, Cases in Financial Management - TMH, 2/e, 2003
- Corporate Financial Strategy – Ruth Bendel – EL, Sevier India (P) Ltd.
- Kothari & Dutta : Contemporary Financial Management - Macmillan

INVESTMENT ANALYSIS

MODULE 1

Introduction - Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, investment methods – Security and non-security forms of investment – Sources of investment information- Investment Instruments. Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Stock markets guidelines on primary & secondary markets (8 Hrs)

MODULE 2

Equity Valuation: Models -Valuation methods-dividend discount model, price earnings ratio, price book value ratio, Price-sales ratio, free cash flow model-EVA & MVA, minority interest and discounts. (8 Hrs)

MODULE 3

Bond valuation - Strategic role of bond, Bond terminology, types of bonds, value of bond, Bond yield measures, bond price analysis, forecasting interest and determinants of interest rates, theories of interest rates, analysis of deep discount bond, analysis of convertible bond , analysis of tax shelter fixed investment avenues. Bond Risk management tools- types of risks, duration, immunization, convexity, term structure of interest rates, yield spread analysis, credit rating. (10 Hrs)

MODULE 4

Fundamental analysis - Objective and believes of fundamental analysis, frame work of fundamental analysis concepts of intrinsic value- Economic Analysis : Economic forecasting methods, Industry analysis and Company analysis. (8 Hrs)

MODULE 5

Technical analysis - Concepts of Technical analysis, Dow chart, PFC, Bar chart, Contrary opinion theory - Confidence index, RSA, RSI, Moving average, MACD, Japanese candle stocks. (8 Hrs)

MODULE 6

Efficient market hypothesis - Concept of efficiency of stock markets, forms of efficient market hypothesis, Empirical tests of efficient market hypothesis in Indian Market. Description of tests of efficient market hypothesis. (6 Hrs)

Recommended & Reference Books:

- Investment Analysis and Portfolio management – Prasanna Chandra – TMH - 2nd Edition, 2005, 3/e
- Investments – Zvi Bodie, & Mohanty – TMH – 6th Edition, 2005
- Investment Management – VK Bhalla (S.Chand & Co)
- Investment Analysis & Portfolio Management – Reilly – 8/e – Thomson / Cengage Learning.
- Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson
- Investment science – David G.Luenberger. Oxford.
- Alexander, Sharpe, Bailley – Fundamentals of Investment – Pearson / PHI, 5/e, 2001
- Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003
- Portfolio Management –S. Kevin – Prentice Hall India.
- Reilly & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004
- Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson
- V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH
- Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e, 2005
- Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e
- Personal Finance by Jack R Kapoor, Les R Dlabay, Robert J Hughes published by TMH
- Financial Planning by Madhu Sinha published byTMH
- Personal Finance Workbook by Jeff D Opdyke published by Three Rivers Press, New York
- Seven Steps to Financial Freedom by Monika Halan published by Macmillan India Ltd

PROJECT PLANNING AND APPRAISAL

MODULE 1

Planning & Analysis Overview: Phases of capital budgeting. Resource Allocation Framework: Key criteria for allocation of resource. Generation and screening of project ideas - market and demand analysis - Technical analysis - Environment analysis. (Environmental appraisal of projects: types and dimensions of a project - meaning and scope of environment - Environment - Environmental resources values - environmental impact assessment and environmental impact statement). (4 Hrs)

MODULE 2

Financial Estimates and projections-Estimation of cost of project and means of financing - estimates of sales and production - cost of production - working capital requirement and its financing - estimates of working results - breakeven points - projected cash flow statement - projected balance sheet. (8 Hrs)

MODULE 3

Project cash flows: Basic principles of measurement of cash flows - components of the cash flow streams - viewing a project from different points of view - definition of cash flows by financial institutions and planning commission - biases in cash flow estimation.

Appraisal criteria: Net Present Value - benefit cost ratio - internal rate of returns urgency - payback period - accounting rate of returns - investment appraisal in practice. Analysis of Risk. (10 Hrs)

MODULE 4

Types and measure of risk - simple estimation of risk - sensitivity analysis - scenario analysis - Monte Carlo simulation - decision tree analysis - selection of project - risk analysis in practice. Special decision situations: Choice between mutually exclusive projects of unequal life - optimal timing decision - determination of economic life - inter-relationships between investment and financing aspects - inflation and capital budgeting. (10 Hrs)

MODULE 5

Social Cost Benefit Analysis (SCBA): Rationale for SCBA - UNIDO approach to SCBA - Little and Merle approach to SCBA.

Multiple projects and constraints: Constraints - methods of ranking - mathematical programming approach - linear programming model - integer linear programming model - goal programming model.

(6 Hrs)

MODULE 6

Project Management: Forms of project organization - project planning - project control - human aspects of project management - prerequisites for successful project implementation. Network techniques for project management - development of project network - time estimation - determination of critical path - scheduling when resources are limited - PERT and CPM models - Network cost system (Only problems on resources allocation and resources leveling). Project review and administrative aspects: Initial review - performance evaluation - abandonment analysis - administrative aspects of capital budgeting - evaluating the capital budgeting system of an organization. (10 Hrs)

Recommended & Reference Books:

- Prasanna Chandra - Project Planning: Analysis, Selection, Implementation and Review - TMH, 5/e
- Narendra Singh - Project Management and Control - HPH, 2003
- Nicholas - Project Management for Business and Technology: Principles and Practice - Pearson / PHI
- Gray & Larson - Project Management: The Managerial Process - TMH, 3/e, 2005
- Vasant Desai - Project Management - HPH
- Bhavesh M Patel - Project Management - Vikas
- Chitkara - Construction Project Management, Planning, Scheduling and Control - TMH, 1/e
- Choudhury - Project Management - TMH, 1/e
- Project Management - K Nagarajan - New Age International, 2004
- Project Management - Merdith & Gopalan - Wiley India (P) Ltd.

MODULE 1

Bank and Banking -Permissible banking activities-Types of banks in India—Role of RBI as a regulator- Banker and customer- Types of relationship between bank and customer –Bank’s obligation to customers - Types of accounts and customers- Types of lending-charging of securities - Banks and technology- Various IT products and services- International banking services (8 Hrs)

MODULE 2

Insurance service- Need and importance Life and non life insurance- Players in life and non life insurance- Essentials of insurance contracts- Risk appraisal and selection- Life and non life insurance products including unit linked plans (8 Hrs)

MODULE 3

Merchant Banking- SEBI guidelines for merchant bankers – Issue Management – Equity issues – Rights issues – Debenture issues – Book building – Private Placements – Pre & Post issues activities – Raising capital from International markets: ADRs, GDRs, and ECB etc. (8 Hrs)

MODULE 4

Lease and Hire Purchase Leasing – Meaning and Types of leasing – Legislative frameworks – Matters on Depreciation and Tax – Problems on leasing – Hire Purchasing- Concepts and features – Tax and Depreciation implications – Problems on Hire Purchasing. (10 Hrs)

MODULE 5

Credit rating and Securitization of debts - Definition and meaning- Process of credit rating of financial instruments- Rating methodology-Rating agencies –Rating symbols of different companies Securitization of debt- Meaning- Features- Special Purpose Vehicle- Pass Through Certificate & mechanism – Benefits of Securitization – Issues in Securitization.

Depository Service - Depository services- Role of depositories and their services— Advantages of depository system -NSDL and CDSL- Depository participants and their role- Stock Broking Services including SEBI guidelines. (6 Hrs)

MODULE 6

Money Market Instruments – Treasury bill – Commercial bill – Commercial paper – Certificate of deposit – REPO/Reverse REPO – Call money- Notice money – Term money – Credit card – Bill discounting – Factoring – Forfeiting – Consumer finance – Reverse mortgage service. (8 Hrs)

Recommended & Reference Books:

- Financial Services—M.Y.Khan – TMH, 4/e
- Merchant Banking –J.C.Verma
- Financial Services & Systems– S.G.Guruswamy – Vijay Nicole (TMH)
- Indian Financial System—M.Y. Khan – TMH, 5/e
- Financial Services – Gorden & Nataraju – HPH
- Indian Financial System – Pathak - Pearson Education.
- Merchant Banking Principles and Practice : H.R,Machiraju – New Age International
- Financial Institutions and Markets L.M.Bhole – TMH, 5/e
- Financial Markets & Institutions—S.G. Guruswamy—Thomson Learning
- Services Marketing --S.M.Jha – HPH
- Indian Financial System – Machiraju – Vikas
- Merchant banking and financial services – N. Mohan – Excel books

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

MODULE 1

Mergers - in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities (8 Hrs)

MODULE 2

M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model (6 Hrs)

MODULE 3

Corporate restructuring – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP) . Takeovers, types, hostile takeover approaches, take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense (8 Hrs)

MODULE 4

Merger Process: Dynamics of M&A process- identification of targets-negotiation-closing the deal. Five stage model –due diligence (detailed discussion).

Process of merger integration – organizational and human aspects – managerial challenges of M & A (8 Hrs)

MODULE 5

Valuation – valuation approaches – discounted cash flow valuation – relative valuation – valuing operating and financial synergy – valuing corporate control – valuing of LBO. Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision. (10 Hrs)

MODULE 6

Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under the Companies Act of 1956 . Legal and regulatory frame work of M & A – provisions of Company's Act 1956, Indian Income Tax act 1961 – SEBI take over code, Provisions of Competition Act. (8 Hrs)

Recommended & Reference Books:

- Fred Weston, Kwang S Chung, Susan E Hoag – Mergers, Restructuring And Corporate Control – Pearson Education, 4/e
- Mergers acquisitions and Business valuation – Ravindhar Vadapalli – Excel books, 1/e 2007
- Ashwath Damodaran – Corporate Finance-Theory And Practice – John Wiley & Sons
- Shukla & Grewal- Advanced Accounts Vol 2 – S.Chand & Sons, Recommended book for module-6
- Company Law & Practice – Taxmann – Recommended book for module-8
- Students Guides to I.T. Act 1969
- Sudi Sudarsanam – Value Creation From Mergers And Acquisitions – Pearson Education, 1/e, 2003
- Valuation for mergers Buyouts & Restructuring – Arzak Wiley India (P) Ltd.
- Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
- Weston, Mitchel And Mulherin - Takeovers,Restructuring And Corporate Governance – Pearson Education, 4/e, 2003
- Shiv Ramu – Corporate Growth Through Mergers And Acquisitions – Response Books
- P Mohan Rao – Mergers And Acquisitions – Deep And Deep Publications
- Machiraju – Mergers And Acquisitions – New Age Publisherss
- Ramanujam et al – Megers – TMH, 2003
- Handbook Of International Mergers & Acquisitions – Gerard Picot-Palgrave Publishers Ltd.
- Restructuring for Growth – John C. Michelson - TMH

MARKETING

SALES AND CHANNEL MANAGEMENT

Course Code: P09 MBA 3M1
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
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PART – A: SALES MANAGEMENT

MODULE 1

Introduction to sales management: Personal Selling, Emerging Trends in Sales Management (5 Hrs)

MODULE 2: Sales Force Management: Sales Force size, Sales Territories, Sales force Staffing and training: Selling and sales force effectiveness research, Self – directed learning and sales force performance (7 Hrs)

MODULE 3

Directing and controlling Sales force: Sales force structure. Sales force Motivation & Compensation: Sales force motivations, sales force compensation plans, evaluating sales person performance. Selling Skills and Selling Strategies: Key success factors in selling, leveraging the psychology of the sales person, making the major sale. (10 Hrs)

PART B: CHANNEL MANAGEMENT

MODULE 4

Introduction to Marketing Channels: Strategic Issues In Distribution (5 Hrs)

MODULE 5

Designing Distribution channels: Channel structure and Design, Designing Customer oriented Marketing Channels, Customer driven distribution channels. (8 Hrs)

MODULE 6

Managing and Modifying Channels: Channel Management, Reorienting Channels of Distribution, Planning for better Channel Management. Managing Channel Cooperation and Conflict: Managing Channel Member Behavior, Channel Partnerships Stream Line Distribution, Channel Conflict (13 Hrs)

Case studies

Recommended Books:

- Sales Management, Charles Futrell – Thomson Learning
- Sales and Distribution Management, Tapan Panda – Oxford

Reference Books:

- Fundamentals of logistics Management – M Lambert, James R Stock , M Eliram.- MCGraw Hill Publishing.
- Logistics and supply chain management- christopher
- Sales Management : Decision, Structure & Cases by Richard R Still, Edward W Cundiff & Norman, A.P Govani- PHI
- Management of Sales Force, Rosann Spiro – TMH
- Sales Managemnt, Douglas J Dalrymple, Willam L Crowe – John Wiley & Co
- Marketing Channels – Louis W Stern, Adel I. ER- Ansary, Anne T Coughlan - PHI

CONSUMER BEHAVIOR

Module 1

Consumer as an individual: Consumer needs and motivation – what is motivation – motivation needs – goals – positive and negative motivation – rational versus emotional motives – the dynamic nature of motivation – needs and goals – frustration – arousal of motives – types and systems of needs – diversity of need systems – the measurements of motives – motivational research – development – motivational research today (8 Hrs)

Module 2

Communication and persuasion: Components of communication – the communication process – the message initiator (the source) – the target audience (the receivers) – feedback – the receivers response – designing persuasive communications – communication strategy – media strategy – message strategies – crisis communication strategies (6 Hrs)

Module 3

Determinants of consumer behavior: Consumer imagery and perceived risks – consumer innovativeness and personality traits – brand personification – elements of consumer learning – relationship between attitude and consumer behavior

Consumer decision making process : Personal influence and the opinion leadership process – what is opinion leadership – dynamic of the opinion leadership process – opinion leaders are persuasive – the motivation behind opinion leadership (10 Hrs)

Module 4

Consumers in their social and cultural setting: Consumer relevant reference groups – family decisions making and consumption related roles – family life cycle – social class and consumer behaviour – influence of culture on consumer behaviour – marketing services across cultures-relationship marketing in cross cultural context.

Consumption and post purchase behavior: Nature of consumption – consumption effects on consumer satisfaction – purchase associated with cognitive dissonance – post purchase behavior (chapter 4 – Jay D Lindquist, Biztantra) (10 Hrs)

Module 5

Consumer decision making, choosing and consuming – what is a decision – levels of consumer decision making – extensive problem solving – limited problem solving – routinized responsive behavior – Consumer modeling – the economic model – learning model – psychoanalytical model – sociological model – the Howard Sheth model – the Engel-Kollat-Blackwell model (6 Hrs)

Module 6:

Models of consumer four views of consumer decision making – an economic view – passive view – cognitive view – emotional view – model of consumer decision making – input-process-out put – consumer gifting behavior – beyond decision: consuming and possessing – online decision making in consumer purchase process (Chapter 12 – Sheth and Mittal – Consumer Behavior)

CRM in consumer marketing: Focus on customer relationship – building CRM – an insight into CRM and E-CRM – the CRM process – CRM implementation (8 Hrs)

Case Studies with Indian Context

RECOMMENDED TEXT BOOKS

1. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson / PHI, 8/e
2. Shopper, Buyer And Consumer Behavior – Dana Nicoleta, Jay Lindquist – Biztantra, 2/e, 2003/04
3. Cross cultural marketing – Robert Rugimbana and Sonny Nwankwo – Thomson Learning, 1/e, 2003
4. Customer Relationship Management – Peeru Ahamed & Sagadevan – Vikas Publishing
5. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004

REFERENCE BOOKS

1. Consumer Behavior In Indian Perspective – Suja Nair – Himalaya Publishers, 2004
2. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson, 2/e, 2004
3. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar – Pearson, 1/e, 2002

SERVICE MARKETING

MODULE 1

Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Myths about services, Concept of service marketing triangle, Service marketing mix, GAP models of service quality (6 Hrs)

MODULE 2

Consumer behavior in services: Search, Experience and Credence property, Customer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services
Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.
Understanding customer expectation through market research: Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Retention strategies-Monitoring relationship, 3 levels of retention strategies (10 Hrs)

MODULE 3

Customer defined service standards: "Hard" & "Soft" standards, Process for developing customer defined standards
Leadership & Measurement system for market driven service performance- Key reasons for GAP 2- service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality in offensive and defensive marketing
Service design and Positioning - New service development – types, stages. Service blue printing- Using & reading blue prints. Service positioning – positioning on the five dimensions of service quality, Positioning on service evidence (10 Hrs)

MODULE 4

Employee role in service designing: Importance of service employee, Boundary spanning roles, Emotional labor, Source of conflict, Quality – productivity trade off. Strategies for closing GAP 3
Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies. (8 Hrs)

MODULE 5

Managing demand and capacity – Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies.
Role of marketing communication – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation
Pricing of services- Role of price and value in provider GAP 4, Role of non monetary cost, Price, as an indicator of service quality Approaches to pricing services, pricing strategies (8 Hrs)

MODULE 6

Physical evidence in services: Types of service scapes, Role of service scapes, Frame work to understand service scapes & its effect on behavior, Guidance for physical evidence strategies (6 Hrs)
Case studies in Indian context only

Recommended & Reference Books:

- Services Marketing, Valarie A Zeithmal, Mary Jo Bitner & Ajay Pandit -TMH, 4/e,2004
- Services Marketing, Christopher Lovelock, Pearson Education, 5/e, 2004
- Services Marketing, Rajendra Nargundkar- TMH,1/e,2004
- Services Marketing, Ravi Shankar, Excel Books, 2006
- Services Marketing Text & Cases, Harsh V Varma, Pearson Education,1/e,2009
- Services Marketing, S M Jha, HPH, 2007

RURAL MARKETING

Course Code: P09 MBA3M 4
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

Module 1:

Introduction: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets.

Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index (8 Hrs)

Module 2:

Rural Consumer behavior: Consumer buying behavior models, Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors,

Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty (7 Hrs)

Module 3:

Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection, (6 Hrs)

Module 4:

Rural Marketing Strategies:

a) Segmenting, Targeting and Positioning

Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation-Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behavior Segmentation, Multi-attribute Segmentation,

Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

b) Product Strategy

Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development

Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

e) Fake Brands- The Fakes Market, Strategy to counter fakes, Structure of competition in Rural India, Product warranty and After-sales-service, Conclusion, Assignment (12 Hrs)

Module 5:

Distribution Strategy:

Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behavior of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural (8 Hrs)

Module 6:

Communication strategy:

Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies,

The future of Rural Marketing:

Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing (7 Hrs)

Case studies in Indian context only

RECOMMENDED BOOKS:

- Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House,2/e
- Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
- Rural Marketing, Sanal Kumar Velayudhan,2/e, Response, SAGE Publication

REFERENCE BOOKS:

1. Rural Marketing – U.C.Mathur, excel books, 1/e
2. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
3. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
4. Rural Marketing – Sukhpal Singh – Vikas Publishers

INDUSTRIAL MARKETING

Course Code: P09 MBA 3M5
Credit Pattern: L: T: P = 3:0:0 = 3

CIE: 50 Marks
SEE: 50 Marks

MODULE 1

Introduction, The Concept of Industrial Marketing, Definition of Industrial Marketing, Characteristics: Industrial and Consumer Marketing, Demand in Industrial Market. Types of Industrial Customers, Industrial Products and Services, Marketing Implications for different Customer and Product Types, Purchasing Practices of Industrial Customers.

Purchasing Objectives of Industrial Buyer, Purchasing Activities of Industrial Buyers, Buying Situation Types, Decision Making Unit, Key Members in Buying Organisation Models of Organisational Buying Behaviour, Modern Purchasing Activities (10 Hrs)

MODULE 2

Strategic Industrial Marketing (S.T.P.) – types of industrial goods and services, Classification of industrial goods & services, Types of industrial product lines, Industrial product life cycle & Strategies - product life cycle theory and its application to marketing strategies, develop product strategies, changes in the product strategy, Pricing of industrial products - demand analysis, special meaning of price in industrial marketing, factors that influence industrial pricing decision, pricing strategies for different product and market situations, commercial terms and conditions. (10 Hrs)

MODULE 3

Formulating channel strategies and physical distribution decisions. Nature of industrial distribution channels. Structure of industrial channel. Channel design process - Analyzing needs of the customer, establishing channel objectives, considering channel constraints, listing channel tasks, identifying channel alternatives, evaluating alternate channels. channel management decisions - Selecting the intermediaries, functions and responsibilities of channel partners, motivating channel members, managing channel conflicts, evaluating channel performance. (8 Hrs)

MODULE 4

Sales promotion, publicity and public relations. Direct marketing, sales promotion, publicity, public relations, personal selling, selling process, deployment and sales force management, Advertisement - industrial communication, role and objectives, effectiveness and limitations of industrial advertising.

(6 Hrs)

MODULE 5

Promotional strategies for industrial goods and services ,Objectives, Advantages and disadvantages of personal selling, Selling process and the role of salesperson, Qualities of a successful salesperson, Sales force management - Selection of sales personnel, Training, Supervision, Motivation, Compensation, Expense Control. Deployment of industrial sales force - Industrial Selling Environment, Deciding on the size of the sales force, Designing the sales territory, Organizing and allocating of sales force, Sales Resource Opportunity Grid, Dyadic Interaction (8 Hrs)

MODULE 6

Marketing Information Systems and Marketing Research - Marketing planning - the link with strategic planning, growth drivers in business-to-business (B-2-B), Industrial Marketing Strategy in India, Positioning, Marketing Information, marketing research, (6 Hrs)

Recommended & Reference Books:

- Industrial Marketing – Analysis, Planning and Control. Robert R. Reeder, Edward G. Brierty, Betty H. Reeder. PHI Second Edition, third Indian reprint
- Business Marketing Management – Michael D Hutt, Thomas W Spoh. Thomson South Western. Second reprint 2005

Case studies

Electronic copies will be made available at the commencement of the course along with discussion dates.

HUMAN RESOURCE MANAGEMENT
ORGANIZATION STRUCTURE, PROCESS AND DESIGN

Course Code: P09MBA3H1
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

INTERPRETING ORGANISATIONAL REALITY : Images of organization :organizations as machines, living systems, Brains , Political systems, cultures , Psychic Prisons; Restructuring the Elephant;
ORGANIZATIONAL DESIGN: what is organizational design?, determinants of organizational design: environment, objective/mission, strategy, technology, people and culture, age, size; implications for managers. (6 Hrs)

MODULE 2

COMPONENTS OF ORGANIZATIONAL DESIGN: Complexity: Horizontal complexity, vertical complexity, spatial complexity; Formalization: organizational and professional formalization, formalization techniques; Centralization: organizational decision-making process, centralization and decentralization; implication for managers;
ORGANIZATION-ENVIRONMENT INTERFACE: what is environment? Environmental impact on organization: Burns and Stalker: the mechanistic and organic organization, Lawrence and Lorsch: differentiation-integration theory, Duncan: A Model for "right" organizational structure; Strategies for managing environment: Domain choice, recruitment, vertical integration, buffering, smoothing, advertising, contracting, mergers/acquisitions/strategic alliances, lobbying. (10 Hrs)

MODULE 3

ORGANIZATIONAL STRATEGY AND STRUCTURE: what is strategy? The strategy-structure link; strategic choices as adaptation process: a strategic typology of organization: defenders, prospectors, analyzers; strategic failures.
TECHNOLOGICAL DETERMINANTS OF ORGANIZATIONAL DESIGN: What is technology? Nature of technological influences: technological complexity-Woodward's study, technological interdependence-Thompson's contribution, technological uncertainty-Perrow's framework, integration and implications; job design: managerial options for technological change: combining tasks, forming natural work units, establishing client relationships, expanding jobs vertically, opening feedback channels. (10 Hrs)

MODULE 4

BASIC OF STRUCTURAL CONFIGURATIONS: Strategic Apex , Operating Core , Middle line, Techno structure, Support Staff ;Simple Structure; Machine Bureaucracy ;Professional Bureaucracy; Divisionalised Form; Adhocracy; Implications; (6 Hrs)

MODULE 5

ORGANISATIONAL POWER, CONFLICT AND POLITICS: Significance of power and politics in Organizations; Structural Determinants of organizational power: Hierarchical position, Non Routine ness, Centrality to workflow , Control over inputs, Uniqueness, Proximity to Power; Power imbalances: Sources of organizational conflicts: Horizontal differentiation , Interdependence among sub units ,Performance and Reward criteria, Incongruent relationships; Managing Organizational Conflicts: A Contingency perspective: Collaboration, Power Play, Bargaining, Structural & Procedural Strategies; Implications for managers;

(7 Hrs)

MODULE 6

ORGANISATIONAL DECISION MAKING AND STRATEGY FORMULATION: What are organizational decisions :Operating Decisions, Strategic Decisions, Administrative Decisions; Influence on organizational decisions; The normative research approach: The nature of rational decisions, The payoffs of rationality ,Limits of rationality; The entrepreneurial approach: The power of the CEO, How to do top managers think, Uses of intuition , Limitations of Entrepreneurial decisions; The political approach : Organizational politics and coalitions, The politics of decision making, The nature of political decision making; The consensus building approach : The meaning of consensus, Mechanisms for developing consensus

ORGANISATIONAL CULTURE :

The Essence of organizational culture :Defining Organizational culture, Functions of organizational culture, The stuff of organizational culture; Organizational culture and success: Organizational culture and strategy, Strong and weak cultures; How cultures differ: The competing values perspective, Two dimensions of human information – processing; Types of organizational cultures: The effective organizational culture; Implications for managers : Conditions for cultural change , Suggestions for changing culture;
(9 Hrs)

Recommended Book:

- Understanding Organizations :Madhukar Shukla- PHI – 2009
- Organization Theory – Structure, Design And Applications – Stephen Robbins – Pearson / PHI, 3/e

Reference Book:

- Organization Theory – Mary Jo Hatch – Oxford Publications , 2005
- Organization Theory And Design – Richard Daft – Thomson Learning, 8/e, 2004
- Organization Theory – Mary Jo Hatch – Oxford Publication, 2005
- Organization Theory – Richard Hall – Pearson/PHI, 7/e, 1999
- Designing Organizations – Philip Sadler – Kogan Page India Ltd
- Organization Behavior – Concepts, Controversies And Applications – Stephen Robbins – Pearson/PHI, 11/e
- Organizations: Structure, Processes And Outcomes - Richard Hall – Pearson/PHI
- Organization Theory And Behavior – R A Sharma – TMH, 2003
- Managing Radical Change – Sumantra Ghoshal, Gita Piramal – Viking Penguin India, 2004
- Re-Engineering The Organizations – Jeffery N Lowenthal – TMH, 2002
- Corporate Restructuring: Strategies And Implications – Aima – Excel Books
- Reengineering The Corporation – Michael Hammer And James Champy
- Fourth Eye – Excellence Through Creativity – Pradip N K Khandwalla – Wheeler Publishers

LEGAL ENVIRONMENT & INDUSTRIAL LEGISLATION

Course Code: P09MBA 3H2

CIE: 50 Marks

Credit Pattern: L: T: P = 3:0:0 = 3

SEE: 50 Marks

No. of Hours per Week: 3

Exam Duration: 03 Hrs

Total Numbers of hours: 48

Legal Environment

MODULE 1

Indian Industrial Relations – An overview – A general survey, need, objectives and principle of legal environment. IR in the post Independence period, Importance and objectives of Industrial Relations, Main approaches to IR. (6 Hrs)

MODULE 2

Labour and Indian constitution, special features of Indian Industrial Relations, policies and practices in India, code of Discipline and historical initiatives for harmonious IR, Government policies relating to labour in 5 year plans, Legal Enactments, ILO and its influence on Legal Enactments in India. (8 Hrs)

MODULE 3

Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining, trends and conclusions, Techniques of negotiation. (6 Hrs)

MODULE 4

Trade Unions: Meaning, Historical perspective of trade union movement in India, functions of trade unions, objectives of important trade unions, union structure, problems of trade unions, measures to strengthen trade union movement in India, Rights and responsibilities, future trends of trade union movement in India. (6 Hrs)

MODULE 5

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, model grievance procedure. Discipline – Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry.

(6 Hrs)

MODULE 6

INDUSTRIAL ACTS

1. Factories Act' 1948
2. Industrial Disputes Act
3. Contract Labour (Regulation & Abolition) Act' 1970
4. Industrial Employment standing order's Act' 1946
5. Minimum wages Act' 1948

(16 Hrs)

Recommended Book:

- Mamoria & Mamoria – 'Dynamics of Industrial Relations', Himalaya Publishing house Mumbai, 2005
- Arun Monappa – Industrial Relations, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002.

Reference Books:

- P SubbaRao – Essentials of Human Resource Management and Industrial Relations (Text, Cases and Games), Himalaya Publishing House, Mumbai
- P R N Sinha et al Industrial Relations, Trade Unions & Labour Legislation, Pearson Education
- Dr.M V Pylee and A Simon George – Industrial Relations and Personnel Management, Vikas Publishing House Pvt. Ltd., 2/e, 2003
- R S Davar – Personnel Management and Industrial Relations, Vikas Publishing House, Mumbai, 10/e, 2005
- Myers, A Charles and Karnnappan S – Industrial Relations in India, Asia Publication House, Mumbai.
- Dale Yoder and Paul D, Standohar – Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education
- Allan Cowling and Philip James – The Essence of Personnel Management and Industrial Relations, Prentice Hall of India, EEE/Pearson Education

PERSONAL GROWTH & INTER-PERSONAL EFFECTIVENESS

Course Code: P09MBA3H3
Credit Pattern: L: T: P = 3:0:0 = 3
Marks
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50

Exam Duration: 03 Hrs

MODULE 1

Meaning – Personal Growth, Concepts of Personal Growth, Personal Life style choices, Personal Growth and Training Individual conflict.
Individuals and organization, individual and inter-personal behaviour, Nature of values and attitudes, Job satisfaction, Job involvement, Organizational commitment. (8 Hrs)

MODULE 2

Feeling, thinking and behaviours. Personality theories, Carl Jung's theory of personality types and Myers Briggs type Indicator (MBTI) Trait theories – Guilford Peogut, Pedagogy and Androgogy, Adult Learning Process (8 Hrs)

MODULE 3

Interpersonal relations and personal growth, Interpersonal needs, motivation and behaviour – FIRO – B and Johari Window. (6 Hrs)

MODULE 4

Micro perception of organization behaviour, Perception process, importance of sensation versus perception.
Personality – meaning, Definition of how personality is formed. (8 Hrs)

MODULE 5

Interpersonal behaviour, Nature of conflict, Levels of conflict, Source of conflict, Effects of conflict, Assertive Behaviour, Transactional Analysis, Ego status, Types of Transaction, Life position, Application of T.A in Organizational context with cases. (10 Hrs)

MODULE 6

Emotional Intelligence – Nature and Scope – Working with emotional intelligence – self mastery – people skills – Emotionally intelligent organization.
The seven habits of highly effective people. (8 Hrs)

Recommended Books:

- Organizational Behaviour – Human Behaviour at work – by John.W.Newstrom and Keith Davis – Tata McGraw Hill, 11/e, 2003
- Organizational Behaviour – Concepts, controversies and applications – Stephen P Robbins – Prentice Hall International, 11/e

Reference Books:

- Wallace & Masters Personal Development for Live and Work, Thomson Learning, 8/e, 2004
- Organizational Behaviour – By J S Chandan
- Training Instruments in HRD & OD – Udai Pareek – TMH, 2/e, 2004
- Organizational Behaviour – Fred Luthans, TMH, 10/e, 2005
- Enhancing Personal Effectiveness – Surabhi Purohit, TMH, 2003
- Emotional Intelligence – Daniel Goleman, Bantam Books.
- The Seven Habits of Highly Effective People by Stephen R Covey, Simon & Schuster.
- Choices in Ethical Behaviour – R C Shekar.

TEAM DEVELOPMENT AND LEADERSHIP

Course Code: P09MBA3H4

Credit Pattern: L: T: P = 3:0:0 = 3

No. of Hours per Week: 3

Total Numbers of hours: 48

CIE: 50 Marks

SEE: 50 Marks

Exam Duration: 03 Hrs

MODULE 1

Introduction to team work, Meaning of group and team .Differences between team and group. Scope and significance of team work. Classification of teams. Advantages and disadvantages of team work. Importance of shared purpose and common goals (6 Hrs)

MODULE 2

Team work as a OD intervention. Content and processes in team work. Team work as a learning experience. Characteristics of effective teams. Team performance curve. (6 Hrs)

MODULE 3

Team development stages. Groupthink and Group norms. Facilitation skills for teamwork. Feedback in team development. Team decision making approaches. Conflict resolution and collaboration in teams.

(8 Hrs)

MODULE 4

Selection and development of team members. Knowledge, skill, attitude, self concept and personality type of members for effective team work.

Self Managed Work Teams (SMWT). Meaning and scope of SMWT. Advantages and disadvantages of SMWTs. Objectives of SMWTs. (10 Hrs)

MODULE 5

Virtual teams, Meaning and scope and objectives. Advantages and disadvantages. Barriers of communication and the challenge of supervision in virtual teams.

Meaning, definition, role and significance of leadership in organizations. Theories of leadership. Types of leaders, Theories of leadership. (10 Hrs)

MODULE 6

The challenges of globalization and technology to leadership development. Change management and leadership. Leadership functions, Development of people, processes and results. (8 Hrs)

A study of contemporary leaders in business

Recommended Books:

- Dr.B.Ratan Reddy, Team Development & Leadership, Jaico Publishing, 2004
- Jon R Katzenbach & Douglas K Smith, The Wisdom of Teams, Harper Business, 2003

Reference Books

- Andrew Dubrin – Leadership – Biztantra/Wiley Dreamtech
- Hersey Paul & Kenneth Blanchard - Management of Organizational Behaviour – Pearson Education / PHI, 8/e, 2001
- Gary Yukl - Leadership in Organizations, Pearson Education, 5/e --2002
- Richard L Daft - The Leadership Experience - Thomson Learning , 2/e, 2002
- Craig Watson – Dynamics of Leadership – Jaico
- Leadership Through People Skills – TMH
- Stephen Robbins - Organizational Behaviour – Pearson / PHI
- Fred Luthans - Organizational Behaviour - TMH
- Team Development Manual by Mike Wood cock, Productivity Press, Chennai
- Spectacular Team Work, Robert Blake & Jane Mouton, Suchendra Publications, Mumbai, 2003

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: P09MBA3H5
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Introduction, Definition of SHRM, Need and Importance of SHRM, Views on SHRM, Linking HR strategy with business strategy, Steps in SHRM, Role of HR during Organizational growth, Role of HR during Organizational Turnaround, Role of HR during Retrenchment. (8 Hrs)

MODULE 2

Recruitment and Retention Strategies- Introduction, on-line recruitments, Outsourcing Recruitments, Headhunting, Assessment Centre, Work-life Balance, Autonomous Work Teams, Retention. (8 Hrs)

MODULE 3

Reward and Compensation Strategies- Skill based pay, Broad banding, Variable pay, Establishing a Variable Pay system, Profit sharing, Gain sharing, Employee Stock Option Plans, Executive Compensation.

(8 Hrs)

MODULE 4

Training and Developing Strategies- Introduction, Cross-cultural Training, Multi-skilling, Succession Planning, Creating a Learning Organization. (6 Hrs)

MODULE 5

Performance Management Strategies- Meaning of Performance Management, Meaning of performance Measurement, Need for Performance Management, Benefits and Risks associated with Pay for Performance, 360-Degree Feedback.

Retrenchment Strategies- Meaning of Retrenchment, Understanding what is "Retrenchment" and "Redundancy", Selection of Employees for Retrenchment, Downsizing, HR Outsourcing, Employee Leasing. (10 Hrs)

MODULE 6

Human Aspects of Strategies Implementation- Organizational Culture, Human Side of Mergers and Acquisitions, Three-stage Model of Mergers and Acquisitions, Organizational Power and Politics.

Managing the Ageing workforce- Introduction, Factors influencing the Ageing workforce, Situation of Older Workers in the new scenario, Employment Options available to Older workers, Status of Older workforce in Asia pacific, Developing HR strategies for Older workers. developing HR as Strategic Value Addition Function- Gaining Competitive Advantage through HR on becoming a strategic partner, The VRIO framework, The changing role of HR, Future challenges of HR.

(8 Hrs)

Recommended Books:

Strategic Human Resource Management – Rajib Lochan Dhar excel books 2008

Reference Books:

Strategic Human Resource Management –Michael Armstrong, Angela Baron

Jaico publishing house 2008

PRODUCTION MANAGEMENT

MATERIALS MANAGEMENT

Course Code: P09 MBA 3P1
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Materials Management – An Introduction :Materials Organization: Material Research: Materials Planning: Material Requirement Planning (8 Hrs)

MODULE 2

Inventory Management & Control system : Purchasing – An Introduction : Purchasing System: Purchase procedure : Purchase Research: (8 Hrs)

MODULE 3

Store keeping : Store Records & Store Accounting: Stock Verification & Stock taking: Classification & Codification of stock: (8 Hrs)

MODULE 4

Sources of supply and vendor selection : Standardization and Variety Reduction : Value Analysis and Engineering : Negotiation: Pricing Principles & Price Forecasting : (10 Hrs)

MODULE 5

Quality Control and Material Inspection: Materials Handling: Cost Control & Cost Reduction: (6 Hrs)

MODULE 6

Purchasing of Capital Equipments: Capital Budgeting: Government Purchasing : Ethics In Materials Management. (8 Hrs)

RECOMMENDED BOOKS:

- Materials management : Nair, Banerjee, Agarwal: Pragathi Prakashan, MEERUT 1(e)

REFERENCE BOOKS:

- Production and Operations Management , Concepts, Models and Behavior: Everett E. Adam, Jr. Ronald J. Ebert, Prentice – Hall of India Pvt Ltd – 5(e)
- Production and Operations Management : Chunawalla & Patel : Himalaya Publications

ADVANCED PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: P09 MBA 3P2
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Operations / production management – An introduction , Facilities planning : Product selection , Process selection , Location , Facilities layout and material handling, The economical size of an industrial unit, Capacity Planning. (8 Hrs)

MODULE 2

Work Design, Job Design , Operations / Production Planning and Control ,Planning and control for Mass Production, Job Shop Production , Planning and control of Production for Batch Production , Planning and control of projects. (8 Hrs)

MODULE 3

Value Engineering or Value Analysis, Quality, Quality Assurance, Reliability and ISO 9000, Equipment Replacement, Maintenance Management , Job Analysis, job description

And job specification, Job Evaluation and compensation plans, Organization and Management of safety in a factory. (10 Hrs)

MODULE 4

Budgetary control, Capital Budgeting, Supply Chain Management, Inventory Management, Stores Management. (6 Hrs)

MODULE 5

Rationalized codification system, Waste Management, Industrial Productivity, Depreciation on fixed assets, Costing and costing Control, Cost Accounting systems. (8 Hrs)

MODULE 6

Intangible Assets, Enterprise Resource Planning, Break-Even Analysis, Performance Appraisal, Transportation Problems, Re-engineering for 21st century. (8 Hrs)

RECOMMENDED BOOKS:

Production and Operations management: Chunawalla & Patel, Himalaya publishing house 5(e)

REFERENCE BOOKS:

Production and Operations Management , Concepts, Models and Behavior: Everett E. Adam, Jr. Ronald J. Ebert, Prentice – Hall of India Pvt Ltd – 5(e)

TECHNOLOGY MANAGEMENT

Course Code: P09 MBA 3P3
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Technology management – introduction – definitions – concepts – main technologies and their characteristics (8 Hrs)

MODULE 2

Technology development and acquisition – forecasting – generation and development. Technology absorption and diffusion – absorption – assessment – evaluation – diffusion. (10 Hrs)

MODULE 3

Selection and implementation of new technologies – automation decisions (4 Hrs)

MODULE 4

Strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis. Managing new generation technologies – commercializing new and innovative - Technologies – invention – innovation – intellectual property rights (10 Hrs)

MODULE 5

Knowledge based techniques – role of artificial intelligence techniques – knowledge Management techniques for technology management (8 Hrs)

MODULE 6

Competitive advantages through new technologies – product development – from Scientific breakthrough to marketable product – mechanism for technology transfer and acquisitions (8 Hrs)

Recommended & Reference Books:

- Management Of New Technologies For Global Competitiveness – Christian N Madu Jaico Publishing House
- Handbook Of Technology Management – Gaynor – Mcgraw Hill
- Technological Systems And Development – James – Allied Publishers
- Technology Transfer – Nell Sullivan – Cambridge University
- Management Of Technology Change – Rao A S – Global Business Press
- Banking New Technology -in Marketing -Nichlos

TOTAL QUALITY MANAGEMENT

Module (1) Introduction:-

The Need for TQM Reasons for change in quality management system, principles of TQM, organizational changes for adopting TQM, tools and techniques for TQM, Set up for total quality systems in an organization, Application and benefits of TQM. (6 Hrs)

Module (2) TQM: Principles and approach:-

Objectives of TQM, Scope and approach, principles, key issues of achieving TQM objectives, role of leadership in TQM practice, development of total quality concept, distinguished features of quality management philosophy of Deming and Juran. Deming's fourteen points of quality management ten steps of quality improvement of Juran, Crosby's absolute of quality and his fourteen steps for quality management, paradigms in TQM. (8 Hrs)

Module (3) Implementation models of TQM for performance excellence:-

Approach, models, road map for TQM implementation TQM and ISO-9000 Quality management system, the Malcolm Baldrige National Quality award model, integration of Baldrige criteria into the organization basic approaches of ISO – 9000 and TQM, applicability and areas of coverage of ISO – 9000 standards, principles and Objectives of ISO-9000, organizational tasks and commitments for ISO-9000, benefits of ISO-9000 quality management system, system requirements of ISO-9000 of 2000. (10 Hrs)

Module (4) Strategic tools and techniques for TQM:-

Need for tools and techniques, impact areas for application, commonly used tools, approaches and deployment of tools for quality planning:- Quality function deployment (QFD), concurrent engineering, failure mode and evaluation analysis (FMEA), The new seven management and planning tools, tools for continuous improvement:- Creativity and innovation ; Deming's P-D-C-A cycle, Poka-yoke (mistake – yoke proofing); Just –in- time manufacturing (JIT) Kaizen, zero-defect programme, Taguchi's quality loss function. (10 Hrs)

Module (5) Total productive maintenance (TPM) and customer relationship management (CRM):-

Principles, objectives, why is TPM necessary, losses due to equipment condition, autonomous maintenance, managements role in TPM, productive maintenance excellence award, CRM:- New challenges in business, origin of CRM, definition, aligning functions, implementation of CRM, technology, infrastructure, road map to CRM, benefits and pitfalls in implementing CRM. (8 Hrs)

Module (6) Six-Sigma Concept:-

Evolution of six-sigma strategies, sigma levels of quality, Six-Sigma philosophy, management of six-sigma project, training of team members, black belt, green-belt training and certification, selection development, maintaining of Six-Sigma projects. (6 Hrs)

Text Books:-

- (1) Total Quality Management – Principles and practices – J.K. Mandal, Vikas publications, New Delhi 2006 Edn.
- (2) Organizational Excellence through TQM – A practical Approach – H. Lal, New-Age International Publishers, New Delhi 2005 Edn.

Reference Books:-

- (1) TQM with Six- Sigma – A practical guide to be a world class company- N.S.Sreenivasan and V.Narayana Quality circle forum of India, Hyderabad (AP)
- (2) TQM – A practical approach – H.Lal – New Age International Publishers – New Delhi.

PRODUCTIVITY TECHNIQUES

Course Code: P09 MBA 3P5
Credit Pattern: L: T: P = 3:0:0 = 3
No. of Hours per Week: 3
Total Numbers of hours: 48

CIE: 50 Marks
SEE: 50 Marks
Exam Duration: 03 Hrs

MODULE 1

Productivity – definition – concepts – importance of productivity circles
Measures of productivity – qualitative and quantitative measures – three basic types of productivity – partial – total factor – total productivity – productivity indices – methods of recording data (8 Hrs)

MODULE 2

Man power planning – productivity measurement at national and international levels – measures of productivity in different organizations like manufacturing and services and R & D etc. (8 Hrs)

MODULE 3

Managing productivity – misconceptions about productivity management – cultural factors – human factors – automation and productivity – economics of productivity (6 Hrs)

MODULE 4

Factors affecting productivity – physical environment – technology – materials – machine – layout – lighting – temperature – ventilation – employment – job performance – motivation – employee ability – aptitude – personality – experience – training – interest – education – intelligence – variables affecting productivity – internal and external to the company (8 Hrs)

MODULE 5

Productivity improvement – barriers to productivity improvement – productivity improvement techniques – employee based – material based – task based – product based – technology based – incentives to increase productivity – effective team working – performance review and appraise techniques
Pit falls in productivity improvement – required organizational change for productivity improvement – top management role – crisis management – concepts – crisis management and productivity (10 Hrs)

MODULE 6

Time management – key to productivity improvement – time management at personal and organizational levels – scheduling works – time saving techniques – tips – using technology for saving time. (8 Hrs)

Recommended Books

1. Bhinde B T-“Basic Productivity Techniques in Manufacturing Management”- B T Bhinde Publishers.
2. Christian H Godefroy and Jahn Clark-“ The complete Time Management System,”-Judy (iatkus Ltd. Publishers , UK)

Reference Books

1. Iwao Kobayashi – “Keys to work place improvement” - Productivity press India Ltd.
2. Lawrence Aft – “Productivity Measurement and Improvement” – Prentice Hall
3. Robert Schaffer – “Managing Productivity” – Jaico Publishing House
4. Sawhney S C – “Productivity Management” - TMH, Delhi