

IV Semester

STRATEGIC MANAGEMENT

Course Code: P09 MBA 41
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

Meaning and nature of strategic management, Its importance and relevance, Characteristics of strategic management, the strategic management process- Relationship between a company's strategy and its business model.

Strategy formulation – Developing Strategic vision and Mission for a company –Setting Objectives – Strategic Objectives and Financial Objectives – Balanced score card, Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging sThe Strategic Vision Objectives and Strategy into a Strategic Plan. (10 Hrs)

MODULE 2

Analyzing a company's External Environment – The Strategically relevant components of a company's external environment – Industry Analysis- Porter's dominant economic features – Competitive Environment Analysis – Porter's five force model - Industry driving forces – key success factors- concept and implementation.

Analyzing a company's resources and competitive position – Analysis of the company's present strategies – SWOT Analysis – Value chain Analysis – Bench marking. (10 Hrs)

MODULE 3

Generic Competitive Strategies – Low cost, Differentiation, Best cost, focused Strategies .Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Ventures Strategies – Outsourcing Strategies- International Business level strategies. (6 Hrs)

MODULE 4

Formulating long term and Grand Strategies – Tailoring Strategy to fit specific Industry and company situation – long term objectives for Grand Strategies- Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround – GE nine cell planning grid and BCG Matrix. (8 Hrs)

MODULE 5

Strategy Implementation – Operationalizing strategy, Annual Objectives, Developing Functional strategies, Developing and communicating concise policies. Institutionalizing the strategy, Structure, Leadership and Culture. Ethical Process and corporate social responsibility. (8 Hrs)

MODULE 6

Strategic review and audit, Strategic control guiding and evaluating strategies, Establishing Strategic controls,
Operational Control Systems, Monitoring performance and evaluating deviations,
challenges of strategy Implementation. (6 Hrs)
Case studies in Indian context only

Recommended & Reference Books:

1. Crafting and executing strategy by Arthur A. Thomson Jr., A. J. Strickland III, John E. Gamble-Tata McGraw Hill, 14/e, 2005
2. Strategic Management – An Integrated Approach by Charles W.L. Hill, Gareth R. Jones – BIZTANTRA, 6/e, 2004/05

REFERENCE BOOKS:

1. Strategic Management Concepts & Cases by Fred R. David – Pearson Education/PHI.
2. Strategic Management Building and Sustaining Competitive Advantage by Robert A. Pitts, David Lei. – Thomson South – Western, 3/e, 2002
3. Competitive Advantage by Michael E Porter, Free press, NY
4. Strategic Management by David Hunger

FINANCE

PORTFOLIO MANAGEMENT

Course Code: P09 MBA 4F1
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 Portfolio Management: Models for Portfolio theory, Asset allocation decisions.
(6 Hrs)

MODULE 2

Markowitz diversification model - Sharp's single index model - determination of corner portfolio - international diversification. Asset pricing theories - CAPM and Arbitrage pricing theories.
(10 Hrs)

MODULE 3

Portfolio Construction and portfolio revision - Sharpe's optimal portfolio construction, Treynor's - black active portfolio construction active, passive strategies and formula plan.
(10 Hrs)

MODULE 4

Measuring and evaluating portfolio performance - Measures of return - Sharp's measures - Treynor measure-Jensen's differential return approach. Fama portfolio decomposition - performance evaluation of portfolio manager.
(8 Hrs)

MODULE 5

Portfolio Management - Fixed income portfolio management - Equity portfolio management - property portfolio management - portfolio management using Futures & options. (6 Hrs)

MODULE 6

Mutual funds - Concepts & role, fund structure & constituents - offer document - measuring & evaluating mutual fund performance. Recommending the model portfolio & selecting the right funds.
(8 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, Bailey - 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

RISK MANAGEMENT

Course Code: P09 MBA 4F2
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 derivatives: features - types- history - major markets dealing in derivatives - Financial derivatives management in India - Regulations of financial derivatives in India. (4 Hrs)

MODULE 2

Forward Markets: Pricing and trading mechanism - mechanics of futures market-types of futures - forward sources futures - functional of futures market -Specifications of futures contract. (6 Hrs)

MODULE 3

Hedging strategies using futures: determination of forward and futures prices -currency future index and stock futures - commodity futures (including forward marketing commissions regulations for commodity derivative, trading and settlements) (10 Hrs)

MODULE 4

Interest rates: types of rates - measuring Interest rates - zero rates-Bond pricing -forward rates - forward rate agreement - duration - Interest rate futures - Day count conventions - quotations for treasury bonds -Treasury bonds futures-Euro dollar future - duration based hedging strategies - Hedging portfolios of assets and liabilities - short term interest rate futures and long term interest rate futures. (8 Hrs)

MODULE 5

Option basics: option terminology - distinction between options and futures contracts - properties of options - trading strategies involving options - hedging with options. (10 Hrs)

MODULE 6

Option pricing models: determinates of option price - Basic model - Binomial option pricing model - Black and Sholes option pricing model - Sensitivity of option premiums - delta, theta, Vega, Rho, (10 Hrs)

Recommended & Reference Books:

- Options Futures & Other Derivatives- John C.Hull - (Pearson Education), 6/e
- Options & Futures- Vohra & Bagri - (TMH), 2/e*
- Derivatives- Valuation & Risk Management-Dubofsky & Miller - (Oxford University Press), 2004/05
- Risk Management & Insurance - Harrington & Niehaus - TMH, 2/e
- Risk Management & Derivative - Shulz - Thomson / Cengage Learning.
- Principles of Risk Mgmt. & Insurance - Rejda - Pearson Education/PHI, 8/e, 2003
- Introduction to Derivatives and Risk Management - Chance - Thomson Learning, 6/e, 2004
- Introduction to Risk Management & Insurance - Dorfman - Pearson/PHI, 2004
- International Risk & Insurance -Skipper - (TMH)*
- Options & Futures -Edwards & Ma - (MacGraw Hill), 1/e
- Derivatives & Financial Innovations - Bansal - TMH.
- Credit Risk Management - Anderw Fight -Elvis.
- Financial Derivatives - S.S.S. Kumar PHI 2007.
- Risk Management - Koteswar HPH.
- Futures, Options and Swaps - Robert W Kolb - Blackwell Publishing.

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: P09 MBA 4F3

CIE: 50 Marks

MODULE 1

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate. (5 Hrs)

MODULE 2

International flow of funds:- Balance of payments(determination of current account, capital account & ORA)-International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits. (5 Hrs)

MODULE 3

International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism. (10 Hrs)

MODULE 4

Forecasting foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects. (10 Hrs)

MODULE 5

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. (10 Hrs)

MODULE 6

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market-Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. Country risk analysis. (8 Hrs)

Recommended & Reference Books:

- Eun & Resnick – International Finance Management --- (Tata McGraw Hill), 4/e
- Jeff Madura International Finance Management --- (Thomson), 7/e, 2004
- P.G. Apte-International Finance Management- (Tata McGraw Hill), 5/e
- V. Sharan – International Finance Management- PHI 3/e
- Madhu Vij- Multinational Financial Management – Excel
- Jain, Periyad, & Yadav – International Finance Management --- (Mc Millan)
- P G Apte – International Finance-A Business Perspective – TMH, 1/e
- V K Bhalla– International Finance Management --- (Anmol)
- S P Srinivasan & Dr B Janakiram - International Finance Management --- (Biztantra Wiley Dreamtech, 2005)
- Exchange Rate & International Finance – Copland – Pearson.
- David Eieteman – Multinational Business Finance – Pearson Education, 10/e, 2003
- Allan C Shapiro – Multinational Financial Management – John Wiley, 2004
- Buckley – Multinational Finance – Pearson/PHI, 5/e
- International Financial Markets – Machiraju – New Age International, 2004
- International Finance – A case book – Desai – Wiley India (P) Ltd.
- Sathye Rose, Weston - International Financial Management – John wiley – 2006

TAX MANAGEMENT

Note: For the purpose of question paper the previous year as per I.T. Act will be the same as the academic year of the batch. Ex: For forth semester commencing in February 2010, the previous year is 2008-09

MODULE 1

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India, incidence of tax, Tax Planning, Tax Evasion, Tax Management, Introduction to Direct Tax Code. (6 Hrs)

MODULE 2

Explanation under various heads of income, income from salary (Basic problems), income from other sources (theory). (8 Hrs)

MODULE 3

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation, theory & problems, slump sale, Exemptions, capital gain in special cases, Securities Transaction Tax(88E). (8 Hrs)

MODULE 4

Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Both Theory & Problems) special provisions relating to 44AD, 44AE & 44AF.Problems on computation of income from business/ profession.

Setoff and carry forward of losses- permissible deductions –under Ch. VI-A 80C, 80CCC, 80D, 80DD, 80DDB, 80E, 80U, Sec 10A, 10B, 10BA. (14 Hrs)

MODULE 5

Computation of taxable income of a firm and partners. Computation of taxable income of a company with special reference to MAT- Corporate div. Tax, Fringe Benefit Tax. (6 Hrs)

MODULE 6

Central sales tax- objects & provisions in brief (theory) Inter state, Intra state, Deemed exports Registration, VAT (Only basic Concept). Central excise, customs duty and Service Tax - Objects and provisions of the act in brief (theory) - goods, excisable, marketable Concept of CenVAT- customs- Basic definition, charge, Introduction to GST. (6 Hrs)

Recommended & Reference Books:

- Direct Tax – Lal & Vashisht – Pearson Ed. 28E.
- Vinod Singhania- Students Guide to Income Tax – Taxman Publications
- V S Datey – Indirect Taxes – Taxman Publications,
- Vinod Singhania – Direct Taxes – Taxman Publications
- Mehrotra- Direct Tax – Sahitya Bhavan
- T N Manoharan- Students Guide to Income Tax – Snow White
- How to deal with VAT- Kul Bushan – Pearson Education/PHI, 1/e, 2004
- Income Tax Law & Practice, Mahesh Chandra & Shukla – Pragathi Publications
- VAT – Dr.Pillai – Jaico Publications, 2004

MARKETING

INTERNATIONAL MARKETING MANAGEMENT

Course Code: P09 MBA 4M1
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:

(10 Hours)

Framework of international marketing:

Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

Module 2:

(08 Hours)

Developing a global vision through marketing research:

Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

Module 3:

(10 Hours)

Global marketing management – planning and organization:

Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition

Products for consumers in global markets – product development – product adaptation – product standardization – marketing of services – green marketing and product development

Products and services for consumers:

Quality – products and culture – analyzing product components for adaptation – marketing consumer services globally – brands in international markets

Products and services for businesses

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

Module 4:

(08 Hours)

Licensing, Strategic Alliances, FDI:

Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

Global Distribution

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design

International retailing

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

Module 5:**(06 Hours)****Pricing decisions:**

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations.

Promotion Decisions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Module 6:**(06 Hours)****Recent trends in India's foreign trade:**

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

The future of global marketing: Six major changes in global marketing

RECOMMENDED TEXT BOOKS:

International Marketing – Cateora, Graham – TMH 12/E, 2005
Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e
International Marketing – Dana – Nicoleta, Lascu – Biztantra, 2003
International Marketing – Francis Cherunillam – HPH, 7/e, 2004
Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra

RECOMMENDED BOOKS FOR CASE STUDIES:

1. International marketing -Analysis and strategy -Sak Onkvisit and John J. Shaw, 1/e, Biztantra
2. International Marketing- Rajagopal/ Vikas publications/1e

STRATEGIC BRAND MANAGEMENT

Course Code: P09 MBA 4M2

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 the concept of Brand Management: Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding-Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process .Strong Indian Brands (Case study) (8 Hrs)

MODULE 2

Customer Based Brand Equity: Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks- Resonance, Judgments, Feelings, performance, imagery, salience- Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, Positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding
(8 Hrs)

MODULE 3

Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, and Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process
(8 Hrs)

MODULE 4

Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems.
Measuring Brand Equity: Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods-Brand based comparisons, Marketing based comparisons- Conjoint Analysis, Holistic methods.
(6 Hrs)

MODULE 5

Brand Strategies

- a) Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy- Kapferer's Branding Systems, Building Brand Equity at different hierarchical levels, Brand hierarchy decision- Consumer's Evaluation of Brand Extensions & Opportunities
- b) Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality
- c) Brand Image- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity
- d) Brand Repositioning: Meaning, Types of repositioning strategies in Indian Marketing
(10 Hrs)

MODULE 6

Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Making Brands go Global: Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organisation for a global brand, pathways to globalization.
(8 Hrs)

Case studies in Indian context only

Recommended & Reference Books:

- Strategic Brand Management, Building Measuring & Managing Brand Equity – 2nd Ed Phi / Pearson Education – Kevin Lane Keller
- Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
- Brand Imitations – Dr S S Kaptan, Dr S Pandey – HPH, 1/e, 2004
- Strategic Brand Management – Jean, Noel, Kapferer – Kogan Page India
- Brand Management- Text and Cases- U C Mathur, Macmillan, 1/e
- Brand Management, Tapan Panda, 2/e, Excel Publication
- Brand Management- Text and Cases- U C Mathur, Macmillan, 1/e

INTEGRATED MARKETING COMMUNICATIONS

Course Code: P09 MBA 4M3
 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

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC (5 Hrs)

MODULE 2

Advertising Agency : Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, Various budgeting methods used. (8 Hrs)

MODULE 3

Media planning: Developing Media plan, Problems encountered, Media Evaluation- Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy. (7 Hrs)

MODULE 4

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Sales Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity

Public relation/ Publicity: - Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.
(10 Hrs)

MODULE 5

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

International Advertising: Global environment in advertising, Decision areas in international advertising

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising

.Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

(10 Hrs)

MODULE 6

Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.
(8 Hrs)

Case studies in Indian context only

Recommended & Reference Books:

- Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 6/e, 2003
- Advertising 'An IMC Perspective' - S.N.Murthy/U.Bhojanna - Excel Books, 2007.
- Advertising & Integrated Brand Promotion, O'Guinn, Allen, Semenik, 4/e, Thomson, 2007
- Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007
- Advertising management Rajeev Batra, John G Myers & Aaker – PHI, 5/e, 2007
- Advertising Management by Bathra, Pearson Education, 5/e.

RETAIL MANAGEMENT

Course Code: P09 MBA 4M4
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

Retail Management: Introduction, meaning, Characteristics, Retail industry in India, role of retailing Trends in Retailing, Emergence of organizations of retailing, Retail Location and Layout plan, careers in Retailing. (7 Hrs)

MODULE 2

Retail Market segmentation: Introduction to Market segment, Criteria for effective segmentation, Dimensions of segmentation, customer profiles. (6 Hrs)

MODULE 3

Retailing Channels: Products and merchandise management, structure, nature and channel, criteria for selection of suppliers.
Channel choice, product movement, merchandising plans, Store management,
Retail Pricing: Factors and pricing, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity. (10 Hrs)

MODULE 4

Retailing Institutions: Types of retailers, Retailer characteristics, Food retailers, general Merchandise Retailers Non Store retail Formats, Services retailing, Types of ownership. (8 Hrs)

MODULE 5

Strategic Planning in Retailing: organizing buying process by categories, setting objectives for merchandise plan, Sales forecasting, the assortment Planning Process, and The assortment Plan.
Segmentation in Retailing: site selection – factors affecting the- demand for the region or trade area, the attractiveness of a site, estimating demand for a new location. (10 Hrs)

MODULE 6

Merchandise Management, communication activities in retailing_

Management of Relationship, Evaluation of Relationship Marketing, Relationship marketing Strategies, Retail Research and Retail Audits. (7 Hrs)

Case studies in Indian context only

Recommended & Reference Books: RETAIL MANAGEMENT

- Retailing Management by Swapna Pradhan, 2/e, 2007 & 2009, TMH
- Retail Management by Chetan Bajaj, Oxford Publication
- Retailing Management by Levy Weitz 5/e TMH

Recommended & Reference Books: SALES MANAGEMENT

- Sales & Retail Management an Indian Perspective by Dr. S.L. Gupta, 1/e,2007,
- Excell books
- Retail Management by Rosemary Varley, Mohammed Rafiq- Palgrave Macmillan
- Integrated retail Management by Ogden Ogden , Biztantra

HUMAN RESOURCE MANAGEMENT

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: P09MBA4H1

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

INDUCTION AND OVERVIEW:

Approaches to International HRM; Variables that moderate difference between domestic and international HRM ; Expanding the role of HRM in international firms; (6 Hrs)

MODULE 2

ORGANIZATIONAL CONTEXT:

International HRM Approaches; The path to global status; Mode of Operation ; linking HR to international expansion strategies (8 Hrs)

MODULE 3

INTERNATIONAL RECRUITMENT AND SELECTION : Executive Nationality Staffing Policies; Issues in staff selection ; (8 Hrs)

MODULE 4

PERSONAL MANAGEMENT:

Multinational Performance Management; Factors Associated with Individual Performance and appraisal, Criteria used for performance appraisal of individual employees, Appraisal of HCN Employees. (8 Hrs)

MODULE 5

TAINING AND DEVELOPMENT:

Expatriate training; Developing international staff and multinational teams

Compensation: Objectives of international compensation, Approaches to International compensation. (8 Hrs)

Repartriation: The Repatriation process

MODULE 6

LABOR RELATIONS:

Key Issues in international labor relations; Labor unions and International labor relations.

The response of labor unions to multinationals; Regional Integration : The European union, The North American Free Trade Agreement

ISSUES , CHALLENGES, AND THEORETICAL DEVELOPMENTS IN IHRM:

Managing people in an international context, India, Human resource issues in multinational

Corporate social responsibility.

(10 Hrs)

Recommended Books:

- International Human Resource Management – Peter J Dowling, Denice E Welch, Randall S Schuler – Thompson South Western Excel Books – third edition – 2005
- International Human Resource management – Dr Nilanjan sengupha , Dr Mousumi S Battacharya – Excel books –Revised Edition –New Delhi 2007
- International Human Resource management – P.L.Rao-Excel books 2008

Reference Books :

- International Human Resource Management – Monir H Tayeb – Oxford University Press – 2005.
- International Human Resource Management – Hugh Scullion, Margarel Linehan – Palgrave McMillan – 2005
- The Global Challenge: Frame works for International HRM –Evans- McGraw Hill – 1/e , 2005
- Hillary Harris, Christ, Brewster &Paul Spamon, - International HRM, VMP Publishers.
- Terence Jackson, International HRM, Sage Publication.
- Anne Wil Harzing & Joris Van, Ruysse Veldt, International HRM, Sage Publication
- International HRM, Hugh Scullion, Margaret Linehan, Palgrave, 2004

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: P09MBA4H2

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

MANAGING ORGANISATIONS CHANGE:

Why Organizations change: Situational Reasons for change; Organizational Evolution and change cycle; The Process of Organizational change: A model of organizational change; Resistance to change; Force field analysis; Managerial options for implementing change: Top-Down Approach, Laissez-faire Approach, Collaborative Approach;
GUIDELINES FOR FACILITATING CHANGE: Unfreezing the system, Facilitating movement, Re-establishing the equilibrium; OD Interventions to implement organizational change
(10 Hrs)

MODULE 2

Conceptual framework of OD : Overview of the field of OD, Definitions of OD, History of OD, values, assumptions and beliefs in OD, characteristics of OD, Techno structural approach – socio technical system.
(8 Hrs)

MODULE 3

An overview of OD interventions: Process of OD, steps in OD, types of OD interventions

- Classification of OD interventions, OD cube
- Organizational Diagnosis, Weisbord's (Six Box) model for organizational diagnosis,
- Diagnostic tools and their appropriate usage in the diagnostic process, Bechkard's confrontation meeting.
(6 Hrs)

MODULE 4

Theory and Management of OD: Systems theory

- Participation and empowerment, empowerment & commitment.
- Teams and team work, Broad team – building interventions, A gestalt approach to team building, techniques and tools used in team building.
- Parallel learning structures
- A Normative re – educative strategy of changing.
- Process of consultation approach to change.
- Action research, a process and an approach, history and varieties of action research, example of action research in OD.
- Third-party peacemaking interventions.
- Organization Mirror interventions.
- Partnering
- Survey Feedback, Systems 1 – 4T
- Grid organization development
- Person focused OD interventions
- Role – focused OD interventions
(10 Hrs)

MODULE 5

Organizational climate – OCTAPACE Model of climate survey. Training Based OD Interventions:

- Applied behavioral science, T-Group
- Behavioral modeling
- Life and career planning
- Coaching and mentoring
- Instrumented training
(6 Hrs)

MODULE 6

- Structural Interventions and the applicability of OD:
- Socio technical systems
- Self managed teams :Problems in implementation
- Work Design
- MBO And Appraisal
- Quality circles , Quality of work Life Projects
- Parallel Learning Structure

- Physical settings and OD
- Total Quality Management
- Reengineering
- The Self Design Strategy
- High Involvement and High Performance work systems
- Large scale change & Organizational Transformation
- Summary of the characteristics of selected structural information.

The Future and OD:

- The changing environment
- Fundamental strengths of OD
- OD 'S Future

(8 Hrs)

Recommended Books:

- Understanding Organizations :Madhukar Shukla- PHI – 2009
- Wendell L French, Cecil H & Bell Jr. – Organizational Development – Behavioural Science Interventions for Organization improvement (6e) – Pearson Education Asia, 1999

Reference Books:

- K.Aswathappa :Organizational behavior : Text, Cases and Games ;Himalaya publications 8(e)
- S Ramnarayan, T V Rao & Kuldeep Singh – Organization Development – Interventions & strategies – Response Books, 2003
- Richard Bechard – Organizational Development: Strategies & Models – Addison Wesley Publishing.
- Cummings & Worley Organizational Development & Change – Thomson Learning, 7/e, 2002
- Laxmi Devi (Editor in chief) – Organization Development
- Warn G Bennis – Nature of Organizational Development – Addison Wesley Publishing
- Stephen P Robbins – Organizational Behaviour – Pearson / PHI, 11/e, 2003
- Marguiles N Raina A P – Organizational Development: values, process and technology – McGraw Hill Publishing.

TRAINING AND DEVELOPMENT

Course Code: P09MBA4H3

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:

TRAINING:

Introduction; Training Role & Relevance; Definition of Training; Training & Development; Training & HRD; Scope & Objectives Of Training; Beneficiaries & Problems of Training; Future Trends ;Role & Responsibilities of Training.

Analysis of Training Needs:

Organization support for Training Needs Assessment; Organization Support For Training Needs Assessment; Organizational Analysis; The Triggers for Training; Methods and Techniques of Training Needs Assessment; Assessment Methods ; Methods through which Training Needs are Identified; why conduct a Training Needs Analysis? When to Conduct a TNA; Where to Look for Performance Discrepancies; Operational Analysis; Gathering TNA Data; Outcomes of TNA; Feedback; Obstacles in the systems; Training Needs Assessment Process; Approaches of TNA; Organizational Analysis; Operational Analysis(Job Analysis).

(10 Hrs)

MODULE 2:

TRAINING DESIGN:

Chapter Outline; Important Considerations while Designing a Training Program; Factors Affecting Training Design; Constraints in the Design; Organizational/Environmental Constraints; Budgeting for Training; Types of Costs involved in Training Programs; Developing Objectives; Types of Training Objectives; Facilitation of Learning; Expectation of Learning; Expectations towards Training; Expectancy Theory Implications; Implication from Conditioning and Reinforcement (The environment); Focus on Training Design; Focus on Training; Factors influencing Transfer of Training; Conditions of Practice; Facilitation of Transfer (Focus on Organizational Intervention); Design Theory; Outcomes of Design; Identification of Evaluation Objectives; Identification of Alternative Methods of Instruction; Identification of Needs; Establish Training Objectives; Identifying Training Objectives; Wording it realistically; Sequencing.

LEARNING:

Chapter Outline, Definition, Nature of Learning, Learning Principles, Components of Learning Process; Elements of Learning Process, Training/Teaching Organization, Trainer/Teacher, Technology of Training, Building Effective Instructions, Context-specific Learning, Hierarchy of Learning, Kolb's Learning Cycle, Incorporating Learning Principles, Feedback, Functions of Feedback, Making Feedback Effective, Principles of Successful Feedback System in Training, Trainer Issues, Theories of Motivation, Conditions of Transfer of Learning.

TRAINING PROCESS:

Chapter outline; Designing the Training program; Elements of Program design; Stages in Designing a Structure; Stages in Designing a Structure; Key Factors in Designing and Developing of a program; Important Considerations while Designing the Training program; Training Implementation; Training Policy; Training plan: Internal or External Resources.

(10 Hrs)

MODULE 3:

TRAINING METHODS:

Chapter Outline; Types of Training; On-and Off-the-Job Training; Training Approaches; Training Method; Definition; Classification of Training Methods and Methodologies; Selecting the Best Method; Important Training Methods; Lecture or Presentation Method; Group Discussion Method; Case Study Method; Incident Process Method; Role-Play Method; Management Game Method; In-Basket Exercise Method; Conference Method; Seminar Method; Demonstration Method; Sensitivity Training Method; Outbound Learning Method; Computer-based Training Method; Satellite Based Training Method; Field Trip Method of Training; Matching Methods with Training Outcome; Teaching Aids for Training; Need for Training Aids; Advantages of Training Aids; Limitations of Audio-Visual Aids; Principles of using Audio-Visual Aids; Static Media; Dynamic Media.

(8 Hrs)

MODULE 4:

IMPLEMENTATION OF TRAINING:

Chapter Outline; Logistical Arrangements; Physical Arrangements; Implementation of Training; Tips for Trainers for Effective Implementation; Classroom Management; Training Policy; Factors influencing Training Policy; Contents of Training Policy; Advantages of Training Policy.

TRAINER'S SKILLS AND STYLES:

Chapter Outline; Competence of Trainer; Communication Skill; Questioning Skills; Making the Questioning Technique Effective; Body Language and Gestures; Handling Difficult Situations; Creativity Skill; Technical Skill; Interpersonal Skill; Self Development and Self-Awareness; Managerial Skills; Designing Skills; Humor; Strategies for using Humor; Integrity; Transparency; Resilience; Credibility; Rapport Building; Rapport Building Strategies; Techniques for Building Rapport with Trainees; Confidence; Feedback Sensitivity; Functions of Feedback; Trainer's Style.

(10 Hrs)

MODULE 5:

MANAGEMENT DEVELOPMENT:

The Need and Importance of Management Development; Approach to Management Development; Overview of Managerial Job; Management Characteristics; Management Development Implications; Sources of Knowledge and Skills; Special Needs of Technical Managers; Strategies to Develop Technical

Managers; Training for Executive Level Management; Succession Planning; Steps in Succession Planning Process; Advantages of Succession Planning.
(4 Hrs)

MODULE 6:

VALIDATION AND EVALUATION OF TRAINING:

Validation: Methods of Validation; Trainee Validation, Evaluation: Types of Evaluation Instruments; Types of Evaluation Data; Evaluation Designs; Types of Evaluation Techniques; Dimensions of Training Evaluation; Models of Training Evaluation; Kaufman's Five Levels of Evaluation of Training Impact; CIRO's Four Levels of Evaluation of Training Impact; Philip's Five Level ROI Framework to Evaluate Training Impact; Guidelines for Calculating ROI of Training Program; Training Audit; Qualities of Training auditor; Checklist for Training Audit; Studying the Effectiveness of Training Programs; Suggestions for Making Training Effective.

(6 Hrs)

Recommended Books:

- Dr.B.Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005
- Effective Training, P Nick and Blanchard, Pearson Education/PHI, 2/e, 2005

Reference Books:

- Training for Organizational Transformation, Rolf Lynton and Udai Pareek, Sage Publications, New Delhi.
- Effective HR Training Development Strategy, Dr.B.Ratan Reddy, HPH, 2005
- Training and Development – concepts and practices, S K Bhatia, Deep and Deep Publications (P) Ltd., 2004
- Management of Training Programme R P Singh Anmol Publications
- Training in Practice, A H Anderson, Infinity Books
- Training and Development, ISTD Publications-Excel Books
- An Introductory Course in Training and Training Methods for Management Development – ILO Publication – Sterling Publications (P) Ltd.
- Training and Development – S True Love Sage Publications
- ASTD Hand book of design & development of Training – Philip – TMH, 1/e

ORGANIZATIONAL LEARNING AND KNOWLEDGE MANAGEMENT

Course Code: P09MBA4H4
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 learning organization –significance of organizational learning-Pre-conditions for creating a learning organization- levels of organization learning-policy learning-operational learning-strategic learning
(6 Hrs)

MODULE 2

Creating learning organization-characteristics paradigm shifts-contributions of action learning-subsystems-learning subsystems – organization subsystem –knowledge subsystem

Art and practice of learning organization-personal mastery-mental models-shared vision-team learning-system thinking
(6 Hrs)

MODULE 3

THE BASICS:

WORKING SMARTER NOT HARDER: What is knowledge management & why? ,How it came about , KM Myths , KM Life cycle; UNDERSTANDING KNOWLEDE: Definitions ; Cognition & knowledge management; Data , information & knowledge; Types of knowledge; Expert knowledge; Human thinking and learning; KNOWLEDGE MANAGEMENT SYSTEMS LIFE CYCLE: Challenges in building KM Systems; Conventional versus KM Systems Life Cycle; Knowledge management system life cycle.

(10 Hrs)

Module 4

KNOWLEDGE CREATION AND CAPTURE:

KNOWLWDGE CREATION AND KNOWLEDGE ARCHITETECTURE: Knowledge Creation; Nonaka' s model of knowledge creation and transformation; Knowledge architecture; CAPTURING TACIT KNOWLEDGE: What is knowledge capture; Evaluating the expert; Developing relationship with experts ; Fuzzy reasoning and the quality of knowledge capture; The interview as a tool; Guides to a successful interview ; Rapid prototyping in interviews.

(10 Hrs)

MODULE 5

KNOWLEDGE MANAGEMENT CAPTURE TECHNIQUES : On site observation; Brainstorming; Protocol Analysis; Consensus decision making ; The repertory grid; Nominal – grouping technique; The Delphi technique ; Concept mapping; Black boarding; (8 Hrs)

MODULE 6

KNOWLEDGE MANAGEMENT SYSTEM AND TOOLS:

Portals: The basics; The business challenge; Knowledge portal technologies ; Managing Knowledge Workers? What is a knowledge worker? Business role in learning organization; Work adjustment and knowledge worker ; Technology and knowledge worker ; Role of ergonomics; Role of CKO ; Managerial considerations; Managing Knowledge Projects.

(8 Hrs)

RECOMMENDED BOOKS:

- **Knowledge Management** – Elias M Award, Hussain M Ghazini – Pearson Education 2004
- **The Learning organization-Bob Garratt**

REFERENCE BOOKS:

- Harvard Business Review on organization learning –William.M.Synder
- And Etienne.C.Wenger
- Action learning in action –Michaew Marquardt
- The fifth Discipline-Peter.M.Senge
- Knowledge Management – Sudhir Warier – Vikas 2003
- Knowledge Management – Enabling Business Growth – Ganesh Natarajan And Sandhya Sekhar – TMH 2000
- Knowledge Management Tool Kit – Amrit Tiwana – Pearson Education 2005
- The Fifth Discipline Field Book – Strategies And Tools For Building A Learning Organization – Peter Serge Et Al – Nicholas Brealey 1994
- Creativity In Organizations – Pradeep Khandwala –
- Leading With Knowledge – Madan Mohan Rao – TMH 2003
- Knowledge Management Systems: Theory And Practice – Stuart Barnes
- The Knowledge Management Field Book – Wendi R Bukowitz, Ruth L
- Williams – Prentice Hall / Pearson Education 1999
- Knowledge Management, A New Dawn – ICFAI Books 2002
- The Executive’s Role In Knowledge Management – Carla O’ Dell – TMH 2004

PRODUCTION MANAGEMENT

ADVANCED PRODUCTION PLANNING AND CONTROL

Course Code: P09 MBA 4P3
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

Forecasting – definitions – methods – characteristics of forecasting problems – subjective forecasting methods. (6 Hrs)

MODULE 2

Objective forecasting methods – time series analysis – simple and moving averages – exponential smoothing methods – correction for trend – linear and non linear regression techniques – analysis of seasonal demand – seasonal demand with growth pattern – problems. (10 Hrs)

MODULE 3

Inventory control with known demand – inventory costs

EOQ models – quantity discount models – instantaneous and gradual – supply and Demand cases – problems (8 Hrs)

MODULE 4

Operations scheduling – production scheduling – job shop scheduling problems – sequencing problems – scheduling tools and techniques – problems (8 Hrs)

MODULE 5

Supply chain management – make or buy decisions – JIT purchasing. Global sourcing – information flow – problems (8 Hrs)

MODULE 6

Synchronous manufacturing and theory of constraints – performance measurement – Capacity constraints – implementing a synchronous operations system. (8 Hrs)

Recommended & Reference Books:

- Production And Operations Management – Chase, Aquilano, Jacobs – TMH, 10/e, 2004
- Production And Operations Management – James Dilworth – Mcgraw Hill

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)

MAINTENANCE MANAGEMENT

Course Code: P09 MBA 4P2
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

Importance of maintenance – objectives of maintenance – structure of the plant – reasons for and nature of maintenance – production – maintenance systems. (7 Hrs)

MODULE 2

Types of maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance – opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems. (10 Hrs)

MODULE 3

Maintenance planning and scheduling – establishing a maintenance plan – items to be maintained. safety precautions – characteristics of items to be maintained – classification of items – maintenance procedure – guidelines for matching procedures to items – universal maintenance procedure – establishing a new maintenance schedule. (8 Hrs)

MODULE 4

Maintenance organization – resource characteristics – resources structure – maintenance control – administrative structure – training of maintenance personnel. (7 Hrs)

MODULE 5

System operations and documentation – documenting maintenance operations – record keeping – data collection and analysis – failure statistics – planning and scheduling plant shutdowns. Depreciation & Machine Life, Replacement policies, spares and types of spares, spares planning, maintenance control, network techniques in maintenance activities, evaluation of maintenance performance. (10 Hrs)

MODULE 6

Total productive maintenance – development and scope – basic systems of TPM – procedures and steps – productivity circles – TPM as a part of TQM – benefits of TPM (6 Hrs)

Recommended & Reference Books:

Maintenance Planning and Control – Anthony Kelly – East West Press Pvt. Ltd

PROJECT MANAGEMENT

Course Code: P09 MBA 4P3

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 – Definitions – classifications – project risk – scope. Project management – definitions – overview – project plan – management principles applied to project management – project management life cycles and uncertainty (8 Hrs)

MODULE 2

Project planning – scope – problem statement – project goals – objectives – success criteria – assumptions – risks – obstacles – approval process – projects and strategic planning (8 Hrs)

MODULE 3

Project implementation – project resource requirements – types of resources – men – materials – finance. Project monitoring – evaluation – control – project network technique – planning for monitoring and evaluation – project audits – project management information system – project scheduling – PERT & CPM – project communication – post project reviews

(10 Hrs)

MODULE 4

Project team management – recruitment – organizing – human resources – team operating rules – project organization – various forms of project organizations – project organization charting – project contracts – principles – compilation of contracts – practical aspects – legal aspects – global tender – negotiations – insurance

(8 Hrs)

MODULE 5

Closing the project – type of project termination – strategic implementation - Project in trouble – termination strategies – evaluation of termination possibilities – termination procedures

(7 Hrs)

MODULE 6

Project inventory management – nature of project inventory – supply and transportation of materials – use of PERT & CPM techniques

(7 Hrs)

Recommended & Reference Books:

- Project Management – for 21st Century-Beenet P Lientz, Kathryn P rea-Academic Press, 1995
- Project Management –Denislok
- Project management-David I Cleland-Mcgraw Hill International Edition,1999
- Project Management – Gopalakrishnan – Mcmillan India Ltd.
- Project Management-Harry-Maylor-Pearson Publication

BUSINESS PROCESS RE-ENGINEERING

Course Code: P09 MBA 4P4

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 Business processes: definition of business processes – definition of business process redesign - Historical background: Nature, significance and rationale of business process reengineering (BPR), Fundamentals of BPR. Conceptual Foundation of Business Process Re-engineering;

(8 Hrs)

Module 2

BPR Implementation Methodology: Reasons for implementation of BPR – Attributes of BPR – BPR team characteristics – Key concepts of BPR – BPR methodology – Phases of BPR – BPR Model – BPR Methodology selection guidelines – Implementation.

(8 Hrs)

Module 3

Success factors of BPR: Top management sponsorship – Executive leadership – strategic alignment – proven methodology – change management – line & process ownership – success factors of BPR – critical success factors – reasons for failure – managing barriers to BPR success.

(8 Hrs)

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Module 4

BPR and technologies: Reengineering Vs other programmers' - difference between BPR and process simplification – difference between BPR and continuous improvement – difference between BPR and TQM.

(8 Hrs)

Module 5

BPR in manufacturing and Information Technology: Introduction – Enablers of BPR in manufacturing – product design and development – Relationship between BPR and information technology – role of information technology in reengineering – role of IT in BPR – criticality of IT in business process – BPR tools and techniques – enablers of process reengineering – tools to support BPR.

(8 Hrs)

Module 6

Functional Information System: Introduction – Marketing and sales – Production and Materials Management – Accounting and finance – Human resource management.

(8 Hrs)

Recommended & Reference Books:

- Business Process Reengineering: Text and cases – R Radhakrishnan & S. Balasubramanian – Eastern Economy Edition.
- Business Process Reengineering & Change management: B.R. Dev – Biztantra
- Re-engineering: Blueprint for the Future, International Engineering Consortium, 1995.
- Automating Business Process Re-Engineering, G. Hansen, (2nd. Edition), Prentice-Hall, 1997.
- Business Process Analysis, G. Darnton and M. Darnton, Intern. Thompson Business Press, Boston, MA, 1997.