

MBA SEMESTER - III

Course Title: Strategic Management

Maximum Marks: 100 Marks

Course No.: PSMBTC301

Semester Examination: 60 Marks

Total Credits: 4

Internal Assessment: 40 Marks

Minimum Contact hrs.: 45

OBJECTIVES

The objective of this course is this course is to highlight the importance of strategy management for organizational excellence. At the end of the course the student will learn various issues related to strategic planning, formulation and implementation. Through the use of case studies, the students will also appreciate the practical issues related to strategic management.

UNIT I

Concept of Strategic Management; Strategic Management Model; Schools of Thoughts in Strategy Formulation; Strategic Intent; Vision; Mission; Environmental Appraisal; Methods of Environmental Scanning; Porter's Five Forces Model of Competitive Analysis; Organizational Appraisal; Methods of Organizational Appraisal - Resource Based View of Firm; Value Chain Analysis

UNIT II

Corporate Level Strategies - Concentration, Integration, Diversification, Internationalization, Cooperation, Stability, Retrenchment; Porters Generic Business Strategies; Strategic Analysis and Choice - Corporate Portfolio Analysis.

UNIT III

Strategic Implementation - Project, Procedural, Structural, Leadership, behavioral and Functional Implementation, Strategic Evaluation and Choice; Contemporary Issues in Strategic Management

UNIT IV

Case Study

Note for Paper Setter.

The question Paper shall contain three parts A, B and C. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Five Long Answer questions (of ten marks each) will be set selecting a least one question from each unit of the Syllabus. In part C, the paper setter will be required to set a case study followed by 2-3 questions (two marks for case study shall be

ten). Part A shall be compulsory and in Part B the Candidate will be required to attempt any three questions out of five. Part C shall also be compulsory.

Recommended Books

- Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 3rd Edition (2012)
- Strategic Management, Fred R David, PHI Learning, 12th Edition (2009)
- Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 4th Edition (2008)
- Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 10th Edition (2013)
- Strategic Management, Hilt, Ireland, Hoskisson, Manikutty, Cengage Learning, 9th Edition (2012)

Course Title: Consumer Behaviour
Minimum Contact hrs.: 45
Course No.: PSMBTE311
Duration of Examination : 3 hours
Total Credits: 4

Maximum Marks: 100 Marks
Semester Examination: 60 Marks
Internal Assessment: 40 Marks

OBJECTIVES

The objective of this course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles. The course is structured in a logical manner that enables students to understand how distinct consumer behaviour variables influence marketing decisions to help organizations improve their marketing strategies.

UNIT I

Introduction to Consumer Behaviour: Overview of Consumer Behaviour - Concept, Interdisciplinary Nature of Consumer Behaviour, Scope and Applications of Consumer Behaviour, Marketing and Consumer Behaviour, Consumer Decision Making Behaviour Models - Howard - Sheth, Engel Kollat - Blackwell and Nicosia Model, Consumer Research Process.

UNIT II

Individual Determinant of Consumer Behaviour : Consumer Motivation - Concept, nature, Types of Motives, Types and Systems of Needs - Maslow and Murray and Mc Clelland and Alderfer's ERG Needs Theory. Personality: Concept, Nature, Theories - Freudian Theory, Neo-Freudian and Trait Theory, Brand Personality, Consumer Perception : Concept Elements of Perception, Perceived Risk. Consumer Learning - Concept, Elements of Learning, Behavioural, Cognitive and Observational learning, Consumer Attitude Concept Structural Models of Attitude, Attitude Formation.

UNIT III

External Influences on Consumer Behaviour : Family Influences - Changing Family Structures, Family Life Cycle, Family Influences, Social Class - Categorization, Measurement of Social Class, Social Class Influences, Cultural Influences - Culture, Sub-culture, Cross Cultural Consumer Behaviour, Group Dynamics and Reference Groups.

UNIT IV

Consumer Decision Making Process : Consumer Decision Making - Concept, Process Levels and Category Based Decision Making, Model of Consumer Decision Making. Opinion Leadership Influences - Process, Profile Effectiveness, Motivations of Opinion Leaders, Measurement of Opinion Leadership, Communication Flow. Adoption and Diffusion. Adoption-Adopter Categories and Process, Diffusion - Elements and Process.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Reading

- Leon G. Schiffman and Leslie Lazar Kannuk and S. Ramesh Kumar, Consumer Behaviour, Pearson Prantice Hall, 10th Eds.
- Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008
- David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi.
- Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

Course Title: Channel and Sales Management

Maximum Marks: 100 Marks

Course No.: PSMBTE312

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The course intends to develop an understanding about a key area in Business Management i.e. Distribution and sales Management, as a potential means for gaining competitive Advantage. It aims to provide an opportunity to relook at this area from a strategic point of view rather than a tactical orientation in an organisation.

UNIT I

Marketing Channels: Concepts, Importance of Channels, Flows in Channels, Environment of Channels, Channel Structures, Channel Participants: Wholesalers, Retailers and Facilitating Agencies, Behavioural Processes in Marketing Channels.

UNIT II

Strategy in Marketing Channels, Designing Marketing Channels: Customer Oriented Marketing Channels, Customer Oriented Logistics Management, Channel Information System, Managing Wholesalers and Franchisees.

UNIT III

Sales Management- Sales in 21st century, Personal characteristics and Sales Aptitude, Sales Management Process, Emerging trends in Sales Management, Selling Process, Sales organisation, Sales Territory Management, Sales Quota Management.

UNIT IV

Recruitment of Sales Force, Selection of sales Force, Motivation of sales force, Sales Force Compensation, Sales Force Control and Evaluation of Sales Force.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Recommended Books:

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|---------------------------------|--|
| Stern&El -Ansary | Marketing Channels (4th Edition), Prentice Hall India Pvt. Ltd. |
| Rosenbloom, Bert | Marketing Channels (7th Edition), Thomson, South Western |
| Panda.Tapan.K. & Sunil Sahadev- | Sales and Distribution Management (2nd Edition), Oxford University Press |
| Johnston & Marshall | Sales Force Management (8th Edition), Tata McGraw Hill |
| Still, Cundiff & Govani | Sales Management: Decision, Strategy and Cases (5th Edition), Pearson Education Ltd. |

Course Title: Integrated Marketing Communication

Maximum Marks: 100 Marks

Course No.: PSMBTE313

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

OBJECTIVES

The course is designed to provide the students with an understanding of the strengths and weakness of the major marketing communication functions by providing a theoretical basis and strategic analysis of how to build and manage the marketing communications that impact customer relationships and brands.

UNIT I

Introduction to Integrated Marketing Communications; Evolution and Importance of Intergrated Marketing Communication; The Promotional Mix: Tools for Integrated Marketing Communications; Participants in the Integrated Marketing Communications process; Concept of Target Marketing in IMC; Role of Market Segmentation and its use in IMC; use of positioning Strategies.

UNIT II

Advertising Creativity; Advertising Campaigns; Copy Platform; Creative Tactics-Creative Tactics for print Advertising; Creative Tactics for Television; Copy writing and creative plan, copy writing for print ads, copy writing for cyber space, copy writing for broadcast advertisements; Advertising Appeals.

UNIT III

The Communication Process- Response Processes of receivers of marketing communication- Traditional Response Hierarchy Models, Alternative Response Hierarchies. The FCB Planning Model: Cognitive Processing of communications; Advertising Agencies-Types of Ad Agencies; Agency compensation; Developing and Implementing Media Strategies.

UNIT IV

Direct Marketing: Internet and Integrated Marketing Communication; Consumer-Oriented Sales Promotion; Public Relations; Publicity and Corporate Advertising; Personal Selling.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill. 2009

Advertising and Integrated Brand Promotion, OGuinn, Allen Semnik, Thompson Publishing

Rajeev Batra, John G Myers, David A Aaker, Advertising Management, PHI, 2001

Rossiter and Percy, Advertising Communications and Promotion Management, McGraw Hill 1998.

Course Title: Product and Brand Management

Maximum Marks: 100 Marks

Course No.: PSMBATE 314

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The Primary objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and brand Management with appropriate global examples. To explore the various issues related to Product and Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.

UNIT I

Product Concepts, Product Classification, Product Mix, Product Management: Meaning,

Definition, Objectives. Product Planning: Marketing Plan, Product Portfolio Analysis, Market Potential and forecasting, Product Market Strategies, Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation.

UNIT II

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation.

New Products: New Product Categories, Prototyping, New Product Development Process, Product Development Strategies, Test marketing, New Product launch

UNIT III

Introduction, Concept: Nature and Importance of Brand, Types of Brands, Strategic Brand Management Process, Historical origin of branding, Scope of branding, Perceptual mapping and Brand Benefits and Attributes. Brand Positioning, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Branding Challenges and Opportunities.

UNIT IV

Brand Equity - Concept, Sources, Building Brand Equity, Measuring, Managing Brand Equity. Brand Feelings, Brand Resonance, Brand Experience, Designing and Implementing Branding strategies. Product and Brand Failures.

Brand Extension-Concepts, Rules & Risks of Brand Extension, Brand Extension, Brand Licensing & Franchising Web branding, Emerging Trends and Issues in Branding in Global and Indian Context.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Reading

- Keller, K.L. (2012) "Strategic Brand Management: Building, Measuring, and Managing Brand Equity", Prentice Hall, edition 4th, ISBN 13: 9780132664257
- Kotler, P& Keller, K (2012) "Marketing Management", Prentice Hall, edition 14th, ISBN - 13: 9780132102926
- Chunawala, S.A. (2011) "Product Management " Mumbai Himalaya Publication, edition 8th, ISBN: 9350244810
- Mujumdar, R (2007) "Product Management in India" Prentice Hall, edition 3rd, ISBN 978-81-203-3383-3
- Chandrasekar, K.S. (2011) "Product Management, Himalaya Publishing House, edition 2nd ISBN 978-93-5024-952-9
- Lehman, D.R. and Winer R.S (2006) "Product Management, McGraw -Hill , edition 4th ISBN-10: 0071238328, ISBN: 978-0071238328'
- S.Ramesh Kumar (2006) " Marketing and Branding: The Indian Scenario", Pearson Education India, edition 1st, ISBN: 9788131700976

Course Title: Investment Analysis

Maximum Marks: 100 Marks

Course No.: PSMB TE321

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

To enable the students to understand the fundamental and technical analysis for Valuation of securities

UNIT I: Investment Fundamentals

Risk/Return Analysis- required rate of return, determinants of required rate of return, factors affecting required rate of return. Measures of Risk, relationship between Risk and Return-security market line(SML), efficient frontier, capital assets pricing model (CAPM) and required rate of return.

UNIT II: Efficient Market Hypotheses

Need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets. Top- down model, valuation process: Economic analysis-economic cycles, leading and trailing economic indicators, economic variables and stock prices.

UNIT III: Industry analysis and Company Analysis

Industry Life cycle, competition analysis, impact of structural economic changes on industry Security Valuation(Company Analysis): Competitive strategies, focussing a strategy, growth company and growth stocks, cyclical, counter-cyclical and defensive stocks, speculative stocks, value vs.growth investing.

UNIT IV:Securities Valuation

Equity Securities, Dividend Discount Model (DDM), calculation of intrinsic value using single period, multiple period, constant growth, and multi-growth stage models. P/E Model: Computation of leading and trailing EPS, Calculation of intrinsic value using P/E ratio: Technical Analysis- assumptions, advantages of technical analysis, tools of technical analysis.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Recommended Books:

- Reilly, Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH, USA: Thomson South-Western
- Bodie, Z., Kane A. Marcus, A., and Mohanty, P, Investments, New Delhi: Tata McGraw-Hill.
- Financial Markets: A Beginners' Module work Book, National Stock Exchange of India, Mumbai.
- Securities Market (Basic) Module Work Book, National Stock Exchange of India, Mumbai.
- Sharpe W. & Gordon J.A.: Investments ,phi publications, New Delhi.

Course Title: Management of Financial Services

Maximum Marks: 100 Marks

Course No.: PSMBTE322

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The main objective of this course is to develop an insight into the dynamic field of financial services and to equip the students to understand and manage the ever evolving role of these services in overall financial system.

UNIT I

Financial Services - An overview, Financial System - its components, financial institutions, financial markets - typology, primary and secondary financial market activities, participants and instruments, Innovations in financial service industry.

Stock market operations - trading mechanism in stock exchanges, stock market indices and their implications.

UNIT II

Investor protection and investment management services. Credit rating - concept, mechanism and significance in investment decision making. Role of Credit Rating agencies - CRISIL, ICRA, ONICRA, CARE etc. Mutual Funds management, role of mutual funds in retail investment.

UNIT III

Merchant banking services - Initial Public Offering, issue management, pre and post issue services. Strategic financial decisions and Corporate restructuring services - mergers, acquisitions, amalgamations and takeovers.

UNIT IV

Contemporary financial services - Housing finance, Cash management services, Debt securitization, for factoring and credit cards.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Books Recommended:

- V.K. Bhalla Management of Financial Services.
- M.Y. Khan Financial Services
- G.S. Batra & R.C. Dangwal Financial Services - New Innovations.
- G.S. Batra Financial Services and Markets.
Banking and Financial Services in
- Renu Sobti India.

Course Title: Risk Management and Insurance

Maximum Marks: 100 Marks

Course No.: PSMBTE323

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The objective of this course is to acquaint MBA students to the basics of Insurance and Risk Management. This course will help them in developing an understanding about the various aspects of Insurance and Risk Management and their impact on the business. This course has been devised for session 2015-16, 2016-17 and 2017-18

UNIT I

Risk-Basic categories of risk, Risk Management - Objectives and Steps in Risk Management Process, Financial Analysis in Risk Management Decision, Changing scope of risk management

UNIT II

Insurance - Basic Characteristics and Types of Insurance, Requirement of Insurable Risk, Principles of Insurance - Indemnity, Insurable Interest, Subrogation and Utmost Good Faith, Basic parts of insurance contract.

UNIT III

Insurance intermediaries and their functioning, Risks in providing Insurance services, Reinsurance types and Techniques. Basic components and Contractual Provisions of Life Insurance, Types of Life Insurance Policies, Life Insurance Claims-types, procedure, and claim amount.

UNIT IV

Insurance in India - Major Provisions of Insurance Act, 1938, Insurance sector reforms - Malhotra Committee 1993, Insurance Regulatory and Development Authority Act, 1999 - duties, powers and functions of Authority.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

References:

1. Life and Health Insurance Black,Jr. Kenneth and Horold Skipper
Pearson (Indian Economy Edition)
2. Principles of Risk Management and Insurance Rejda, George Pearson (Indian
Economy
Edition).
Trieschman, Sommer and Hoyt
3. Risk Management and Insurance. Cengage
Learning
4. Insurance and Risk Management P.K. Gupta
Himalaya Publishing House.
5. Insurance Principles and Practice M.N. Mishra and S.B. Mishra. S.
Chand
& Co Ltd.

Course Title: Banking and Indian Financial System

Maximum Marks: 100 Marks

Course No.: PSMBATE 324

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

This course aims at providing students with an understanding of the structure, organisation, and working of Banking and Indian Financial System.

UNIT I -FINANCIAL SYSTEM

Introduction: Nature and role of financial system, Financial system and economic development, evolution and developing of banking in India, present structure of Indian financial system and financial sector reforms since 1991.

Central Banking in India

Reserve Bank of India: Organization, Management functions and role, monetary policy-aims and objectives, instruments of monetary control and recent policy developments.

UNIT II

Commercial Banks

Definition of Banks, Evolution of Commercial Banks in India, Functions of Commercial Banks, Banking Structure in India, RBI and Commercial Banks.

Bank Deposit Accounts: Introduction to Bank Deposits, Types of Deposit Accounts, Strategies of mobilizing deposits, Common guidelines of opening and operation accounts, deposit related services, Deposit services offered to Non-Resident Indians, Deposit Insurance.

UNIT III

Bank Lending: Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances, Management of Non Performing assets.

Bank Investments: Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Banks' Investment Classification and Valuation Norms.

UNIT IV

Developing Banking: Concept, objectives and functions of development banks, operational and promotional activities of development banks, IFCI, ICICI, IDBI, SIDBI state development banks, state financial corporations.

Cooperative Banking: Present structure of rural banking, organization structure, management and functions of co-operative banking, its weakness and suggestions for reforms, Co-operative banking reforms since 1991; Organisation structure, management and functions of RRB's

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Reading

Commercial Banking in India: A beginner's Module; NSE.

Bhalla, V.K., "Indian Financial System", Anmol publisher pvt. ltd. Delhi

Bhole, L.M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.

Ghosh, D: Banking Policy in India. Allied Publicatons, Delhi.

Khan, M.Y., Indian Financial System, Tata McGraw Hill, Delhi.

Reserve Bank of India, Various Reports, RBI Publication, Mumbai.

Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.

Averbach, Robert D: Money, Banking and Financial Markets, Mcmillan, London.

Srivastave R.M., Management of Indian Financial Institution, Himalaya Publishing House Mumbai.

Course Title: Strategic Human Resource Management

Maximum Marks: 100 Marks

Course No.: PSMBTE331

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

Main objective of the course is to provide an understanding of the concepts framework and strategic issues in Human Resource Management.

UNIT I

Strategic Human Resource Management: Concept, Need, Importance, Process and Issue; Implications of Strategic Human Resource Management; Evolutionary Stages of Strategic Human Resource Management; Models and theories of Strategic Human Resource Management; Integrated HR and Corporate Strategy and System.

UNIT II

Strategic Planing: HR Strategy and HR Planning, Strategic Recruitment and Selection; Training and Development Strategies; Performance Management Strategies; Reward and Compensation Strategies, Retention and Retrenchment Strategies..

UNIT III

Global Human Resource Environment: HR Strategies in Multinational, Global and Transnational companies; Mergers and Acquisitions, Technology and Structure; Work force Diversity; Demographic Changes; Aligning Employee Expectation with Changing Strategy.

UNIT IV

Developing HR as Strategic value addition function: Gaining Competitive Advantage; Changing role of HR; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organizations; Emotional Intelligence and Future challenges of SHRM.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

- Dhar, R.L., (2012). 'Strategic Human Resource Management', Excel Books, New Delhi, Second edition.
- Mello, Jeffery. A (2012). 'Strategic Human Resource Management', Thomas Southern Wester publication, Third edition.
- Sharma. A. and Khandekar A., (2006). 'Strategic Human Resource Management', Response books, sage publications, First edition.
- Schuler, R.S and Jackson S.E (2006). 'Strategic Human Resource Management: Global Perspective', Wiley - Blackwell, Second edition.
- Salesman. G, Storey. J, Billsberry. J (2006). 'Strategic Human Resource Management: Theory and Practice' Sage publication ltd. Second edition.
- Truss. C, Mankin. D, Kelliher. C, (2012). 'Strategic Human Resource Management' Oxford university press, First edition.
- Boselie. P, (2010). 'Strategic Human Resource Management' Mc Graw Hill education, First edition.
- Armstrong, M. (2000) 'Strategic Human Resource Management', Kogan Page Publishers.
- Rohmetra Neelu, Dhotra J.R. (2006). A Strategic Thought in the New Age Management, Excel Books.

Course Title: Performance and Compensation Management Maximum Marks: 100 Marks

Course No.: PSMBTE332

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

Main objective of the course is to provide an understanding of the concepts, frameworks and issues and careers in Performance and compensation Management.

UNIT I

Performance Management: Concept, Perspectives, Objectives and Pre-requisites; Performance Appraisal to Performance management; Principles, Process and Model of Performance Management; Performance Management Systems; Role of HR Professionals in Performance Management and Ethics in Performance Management.

UNIT II

Introduction to Compensation Management: Nature and Scope, Job Evaluation; Wage and Salary Administration; Wage Concepts, Wage Determination Process, Theories of Wage, Types of Wages: Time Rate, Piece Rate, Debt Method; Wage Differentials; Wage Policy and Wage Fixation Machinery..

UNIT III

Compensation Systems: Internal and External Equity; Productivity and Wages, Individual-Group Variable Compensation, Employee Stock Ownership, Retirement Plans. Incentives: Definition, Types of Incentives, Individual Incentives: Organization Wide Incentives: Scanlon Plan, Profit Sharing, Non-Financial Incentives; Fringe Benefits: Definition, Objectives and Types.

UNIT IV

Wage Legislation: Laws Relating to Workmen's Compensation; Payment of Wages Act (1936), The Minimum Wages Act (1948), The Payment of Bonus Act (1965), The Equal Remuneration Act (1976), Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief benefits..

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

Suggested Readings

- Kohli. A.S, Deb. T, (2012) 'Performance Management' Oxford university press, First edition.
- Cardy. R.L, Leonard. B, (2011) 'Performance Management' PHI learning pvt. Ltd., Second edition.
- Bhattacharya D.K, (2013) 'Compensation Management', Oxford university press, First edition.
- Mikovich. G.T, Newman. J.M, Venkataratanam C.S, (2012) 'Compensation', McGraw Hill, Ninth edition.
- Sarma, A., (2010). "Understanding Wage and Compensation System", Himalaya Publishing House.
- Armstrong, M. (2000) 'Performance Management', Kogan Page Publicaton.
- Rao, Venkateshwara, T., (2004). Performance Management and Appraisal System, Sage Publication.
- Angela Baron, Armstrong, M., (2005). Managing Performance, CIPD Publishing.
- Armstrong. M., (2003). A Handbook of HRM Practice, Kogan Page Publication.
- Taylor, S. (2005), Human Resource Management, Derek Torrington, Laura Hall Publication.

Course Title: Organizational Change

Maximum Marks: 100 Marks

and Intervention Strategies

Semester Examination: 60 Marks

Course No.: PSMBTE333

Internal Assessment: 40 Marks

Minimum Contact hrs.: 45

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

To acquaint the students with issues related to the processes of organizational change and development. Also, prepare them as Organizational Change facilitators using the knowledge and techniques of behavioral science.

UNIT I

Understanding Change; Nature, Forces, Types and Importance; Change Management Challenges; Organising for Change Levers; Key Roles of Organizational Change; Building a Culture of Change; Steps in Change Management; Manager as a Change Agent.

UNIT II

Models of Organizational Change; Perspectives on Change; Managing Resistance to Change; Change and Transition Management; Value-based Change; Nurturing Organisational Change; Culture and Change.

UNIT III

Organisation Development: Concept and Nature, Underlying assumptions and Values in Organisation Development, Foundations of Organisation Development, Issues in Consultant Client relationship; Management Development vs Organization Development, Success of an Organisation Development Programme, Fundamental strength of OD; Future of OD.

UNIT IV

OD Interventions: Team Interventions: Process Consultation, Gestalt approach, Group Team building meeting, Role Analysis Technique, Role Negotiating Technique, Force-Field analysis, Responsibility Charting, Comprehensive Interventions: Confrontation Meeting, Grid OD, Survey Feedback; Structural Interventions..

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

Suggested Readings :

- Carnall, C., (1995) Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International.
- French, W.E. and Bell, C.H. (1999), Organisation Development, New Delhi: Prentice Hall of India.
- Liz Clark, (1997), The Essence of Change, Prentice Hall Serves.
- Carr, Hard and Trahand, (1996), Managing and Change Process, Mc Graw Hill.
- Robert A. Paton, James Mc Calman, (2000), Change Management, New Delhi: Sage.
- Nilakant, V and Ramnarayan. S. (1998), Managing Organisational Change; New Delhi: Response Books.
- Dijer, William G., (1984) Strategies for Managing Change, Addison - Wesley Publishing Co. Inc.
- Harigopal, K. (2001) Managing of Organisational Change - Leveraging Transformation, Response Books.
- Virmano, B.R. (2000) 'Managing People in Organisations, Sage: Response Books
- Varma, Madhurendra K. (2000). 'Nurturing Change through Your Human Assets', Response Books.
- Chandra, Ashok and Shilpa Kabra, (2000) 'Human Resource Strategy, - Architecture for change', Response Books.
- Rohmetra Neelu, Singh B.P and Sharma Vishal (2014), Sustainable Business Practices, EXCEL Books, New Delhi.
- Rohmetra Neelu, Singh B.P and Sharma. Vishal, (2014) Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.
- Rohmetra Neelu, (1998). Human Resource Development in Commercial Banks in India, Ashgate Publishing Co., UK.
- Rohmetra Neelu, Dhotra J.R, (2006). Strategic Thought in the New Age Management, Excel Books.

Course Title: Culture, Society and Organisation

Maximum Marks: 100 Marks

Course No.: PSMBTE 334

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

To enable the students to comprehend the relationship between culture, society and organisations as well as sensitizing them to need for managing differently in diverse cultural environments and inter-cultural work settings.

UNIT I

Culture: Meaning and concept: foundations of culture, Cultural Orientations, Elements of Culture and the cultural Phenomenon, Culture as a multi-level dynamic construct; Social Structures and Process, Explanation of the societal dimensions of Race, Ethnicity, Gender, Caste, Social/Economic Status, Age, Physical Abilities, Religious Beliefs and Political ideologies.

UNIT II

Culture, Society and Organisations Connect; Cultural Diversity: Meaning and Nature, The importance of valuing diversity, Historical developments in diversity management concept, Workforce diversity as a competitive advantage, Dysfunctional diversity, The impact of diversity on groups/teams, Types of diversity in groups; Managing diversity: Descriptive and Prescriptive Models, Strategies and Guidelines; Cultural Identity and Performance; Global Diversity Management: Issues and Challenges..

UNIT III

Culture and Organizations: Organisational responses to cultural diversity: Coping with cultural differences: Understanding Socialization; Cultural influence on organizational designs and structure: Organizing in multinational organizations, Relationship of MNOs to its members, Managerial roles in MNOs, Cultural differences in the psychological contract; Cultural Dynamic and impact of Cultural Distance within Mergers and Acquisitions; Improving interpersonal relationships: Multicultural literacy for employees.

UNIT IV

Cross-cultural psychology: Concept, nature, rationale and themes of debate; Interpretive positions: Culture-Comparative psychology, Cultural psychology and indigenous psychology; Cross-cultural psychology and Organizations: Inter-cultural perception and interaction, emotion,

perception, words and language and thinking as a cultural process; Methodological issues in cross-cultural psychology; Cultural Intelligence: Issues and challenges.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings:

- Laungani, P.D. (2007), 'Understanding Cross Cultural Psychology', New Delhi Sage
- Valsinger, J(2007), 'Culture in Minds and Socieites: Foundations of Cross Cultural Psychology', New Delhi: Sage.
- Traindis, H.C. (1994), 'Culture and Social behaviour', New York: McGraw Hill
- Berry, J.W. Poortinga, Y.H. et. Al (Eds) (1997), 'Handbook of Cross-Cultural Psychology', 2nd Ed. 3 Volumes, Boston: Allyan and Bacon.
- Smith, P.B., Peterson, M.F and Thomas, D.C, (2008), 'The handbook of Cross Cultural Management Resarch', Thousand Oaks, CA: Sage Publicatons.
- Robbins, S.P and Sanghi, S. (2006), 'Organisational Behaviour' (11th Ed.) Pearson Education: India.
- Kirton, G and Green, A.M. (2005), Dynamics and Managing Diversity: A Critical Approach', (2nd Ed.) Elsevier Butterworth - Hienemann: Oxford.
- Powell, G. (1994), ' Gender and Diversity in the Workplace', Thousand Oaks, CA: Sage Publications.
- Daneils, K. and Macdonald, L. (2005), 'Euality, Diversity and Discrimination: A Student Text', CIPD: London.
- Thomas, D.C.P.D (2008), ' Cross Cultural Management: Essential Concepts', New Delhi: Sage.
- Valsinger, J. (2007), 'Culture in minds and Societies: Foundations of CrossCultural Psychology', New Delhi: Sage
- Triandis, H.C. (1994), 'Culture and Social Behaviour', New York: McGraw Hill.
- Adler, N.J. (2012), 'International Dimensions of Orgaisational ehaviour', New Delhi: Cengage Learning, New Delhi.

- Sharma Anuradha and Neelu Rohmetra, (2012), 'Emotional Intelligence in the Telecom sector; Strategy Communication and Motivation connect', and Motivation connect', Lambert Academic Publishing.
- Rohmetra, Neelu (2005), 'Cultural paradigms in Managing People and Organisation', Excel Books, New Delhi.
- Rohmetra Neelu and Anil Gupta (2014), 'Cross-Cultural Management: Practice and Research', Primus Books, New Delhi.
- Rodrigues, Carl (2009), 'International Management', Sage New Delhi.
- Harris, Anthony W. and Myers, Salma G. (1998), 'Tools of Valuing Diversity', Wheeler Publishing.
- Myers, Salma G. (1998), 'Team Building for Diverse Work Groups' Wheeler Publishing.
- Gupta, Vipin, Neelu Rohmetra and Dinesh Sharma, 'Transformative Organisations Across Globe', Response Books, Sage India, New Delhi.
- Fine, Marlene, G. (1995), 'Building successful multicultural organizations: Challenges and opportunities', Greenwood Publishing Group, USA.

Course Title: Global Business Operation

Maximum Marks: 100 Marks

Course No.: PSMBTE341

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

Global Business Management course is designed to prepare individuals to understand and address the complications associated with business operations in today's global economy. Focused on trade transactions and logistical knowledge, participants gain exposure to the terminology and challenges of managers operating in the global arena. The course will help participants develop the practical knowledge and skills required of International business professionals in today's global marketplace.

UNIT I

Why Go Global?, When is a Company Ready to Go Global, Harmonized Codes -Classifying Your Export Products, Which Foreign Markets will be Successful for your Product?, Selecting Foreign Markets, Sources of International Marketing Data.

UNIT II

Two Key Decisions Before Going Global, Finding Your partners for Indirect Exporting
Chapter 9 Finding Your partners for Direct Exporting, International Business Across
Cultures, International Pricing, Legal Considerations, Tax and Accounting Issues.

UNIT III

INCO TERMS, Documentation, Financial Risk, Payment Methods, and Trade Finance, Setting a
Pace for Your Export Growth-Assessing Your Export Progress and Success Managing
International Channels of Distribution, International Advertising, Public Relations, and Trade.

UNIT IV

Missions/Shows, Key to Success: A Customer Orientation, Sustaining Success through Clear
Communication and Managing Change, The Internet and International Trade, Beyond
Exporting Foreign Direct Investment.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be
required to set Ten Short Answer questions (of two marks each) from any part of the
Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set
selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and
in Part B the Candidate will be required to attempt any four questions out of six.

Books Recommended

The Global Entrepreneur, Taking Your Business International	Second Edition by James F. Foley, Dearborn Financial Publishing
International Operations Management	Gerhard J.Plenert, Copenhagen Business School Press. 2009
Operations Management: An International Perspective	Barnes David, South Western Cengage Learning, 2008
Operations Management for Competitive Advantage	Charles, Jacob and Aquilano McGraw Hill, 2004
International Operations Management; Lessons in Global Business	Alberto. F. De. Toni, Gower publishing UK, 2011

Course Title: Supply Chain Management

Maximum Marks: 100 Marks

Course No.: PSMBTE342

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of Supply Chain Management and impart necessary skills for handling Supply chain issues of an enterprise..

UNIT I

Introduction to supply chain management (SCM); Evolution of SCM, Supply Chain Management Linkages, Strategic Supply Chain Management, Supply Chain Effectiveness and Indian Infrastructure, Customer Value, Customer Services, and Channel Strategies..

UNIT II

Value of Information and Order Management: Components and Elements of Order

Management, Demand Forecasting and Management: Impact of forecast on SCM, Effective Forecasting Process and Techniques, Inventory Management, ABC Analysis, VED Matrix, MRP and DRP, Just in Time System, Warehousing and Materials Handling Management: Warehousing Strategy, Principles

UNIT III

Transportation: Modes of Transport, Multi Modal Transportation System, Selection of

Transportation Mode, Fleet Management, Procurement Management: Value Chain, Strategic Procurement Models, Strategic Sourcing and Vendor Management: Strategic issues in Sourcing, Vendor Selection, rating and development; Outsourcing Strategy for Logistic Services.

UNIT IV

Supply Chain Integration and Information Technology: Web Based Supply Chains, Supply

Chain Relationships: Relationship Continuum, Partnership Relationships, Performance Management: Dimensions and Tools of Performance Management, SCOR Model, Contemporary Issues in Supply Chain Management: Demand Chain Management, Green Supply Chain Management, Reverse Logistics

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

- Aggarwal, D.K., Supply Chain Management: Strategy, Cases and Practices, MacMillan Publishers, 2010
- D Simchi-Levi P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.
- Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001
- Shapiro, J.S., Modeling the Supply Chain, Duxbury Press, 2001.
- Magee, J.F., Copacino, W.C and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1998.
- Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
- Tayur, S., Ganeshan, R., and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.
- Mentzer. T.John, Supply Chain Management, Response Books, Sage Publications, Eleventh Printing, 2009.

Course Title: Enterprise Resource Planning

Maximum Marks: 100 Marks

Course No.: PSMBTE343

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for its implementation in a business enterprise..

UNIT I

An Enterprise perspective, Introduction to ERP, Basic ERP concepts, Risks and benefits associated with ERP, ERP and relation Technologies, Business Intelligence, Business Process Reengineering Data Warehousing and Data Mining, On-Line Analytical Processing, Advance Technology and ERP Security.

UNIT II

Decision regarding ERP implementation, Implementation Challenges, ERP implementation Strategies, ERP implementation Life Cycle, Pre-implementation Tasks, Requirement Definitions, Implementation Methodologies, ERP Project Team, Process Definition, Vendors and Consultants.

UNIT III

Post Implementation issues, Operation and Maintenance of the ERP system, Measuring the performance of the ERP System, Maximizing the ERP System, Business Modules of an ERP Package, Finance, Human Resource, Plant Maintenance, Materials Management, Quality Management, Marketing Sales, Distribution and Services

UNIT IV

ERP Marketplace and Market Place Dynamic, SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, Enterprise Application Integration (EAI), ERP and Total Quality Management, Future Directions and Trends in ERP

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set

selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

- Garg V.K and Venket Krishna N.K. "ERP Concepts and Practices". PHI Publication 1997.
- Champy. J.Harper. "Re-engineering management". Harper Collins, 1995.
- J Kanter Management with Information. Prentice Hall (I), 1996 New Delhi.
- V rajaraman Anallysis and Design of Information System. Prentice Hall (I), 1996 New Delhi.

Course Title: Management of Technology and Innovation Maximum Marks: 100 Marks

Course No.: PSMBTE344

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The primary objective of this course is to provide necessary skills for handling technological changes. Also, to train the students for the innovation process Management.

UNIT I

Technology as the driving force of global industrial competition, The axes and atlas of technology, Strategic management of technology, Business Strategy and technology management, Competitive position analysis for technology management..

UNIT II

Productivity and Incremental Innovation, Organizational determinants and forms of productivity and innovation, Technology absorption; Contents of technology acquisition, Basic issues, technology intelligence capability.

UNIT III

Crucial issues in flexible technology, Strategic evaluation of technological investments, Competitive advantage framework, Framework for strategic financial analysis, The strategic cost management framework..

UNIT IV

Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of technovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in bureaucratic companies, Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

References

- Rastogi, P.N., Management of Technology and Innovation: Competing through technological Excellence, 2009, Sage Publications.
- Robert Burgelman, Clayton Christensen, Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hill higher education, 2007
- Gray, Hamel and Prahalad, C.K. (1999), Competing for the Future, HBS Press.

Course Title: Fundamentals of Management

Maximum Marks: 100 Marks

Course No.: PSMBTE345

Semester Examination: 60 Marks

Minimum Contact hrs.: 45

Internal Assessment: 40 Marks

Duration of Examination : 3 hours

Total Credits: 4

OBJECTIVES

The objective of this course is to familiarize with the Concept and Development of Management as a science and an art and drawing upon the contributions of leading thinkers of Management and to apply the concepts to the real life in Managing organizations in the Business, Government as well as non Governmental and Voluntary organizations for decision making keeping in view the changes in the Strategic and Operative environments of organisations.

UNIT I

Concept and Foundations of Management, Evolution of Management Thought, Managerial Functions - Planning, Organising, Directing Controlling, Decision Making, Role of Manager, Manager Skills, Entrepreneurship, Management of Innovation, Managing in Global Environment, Flexible Systems Management, Social Responsibility and managerial ethics, customer orientation, Value chain.

UNIT II

Individual Processes - Personality values attitude, perception, motivation, learning and reinforcement, work stress and Stress Management, power and politics, conflict resolution leadership styles and processes, communication; organizational processes - decision making, classical, Neo classical and contingency approach to organizations, learning organization, knowledge based enterprise, organizational change and Networked organisations.

UNIT III

Organisational structures - Line and staff Authority, Functional, product, Matrix, Geographical, customer, New Forms of organization - Virtual organizations, Role of voluntary organisations; Goals of Finance, Marketing, HR, Operations, R&D and MIS functions in organizations; New Business Models and Strategies for Indian economy.

UNIT IV

Nature and scope of Strategic Management; Strategic Intent, vision, objectives and policies; Strategic planning and Implementation, Environmental Analysis and Internal Analysis, Tools and Techniques for strategic Analysis; concept of Value Chain; competitive advantage, competitive and growth strategies, concept of core competence, Turnaround Management; Management of Strategic Change, strategic alliances, Global competitiveness and Technological developments, Managing in the International Business Environment.

.Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Koontz and O'Donnel

Essentials of Management

Koontz and Weihrich

Management: A Global Perspective

G R Terry

Principles of Management

Luthans Fred

Organisation Behaviour