

first Semester

1.1 Management Process and Practices

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To familiarize the students with basic Principles. concepts, paradigms. Models and behavioral processes in organization
Pedagogy	: Lectures, case study discussion Management games, role playing.

Module 1: Management Concept. Evolution of Management thought from early pioneers to modern management thinkers. contributions of management gurus like peter Drucker. Michael porter, C. Prahalad, Garay Hamel. Michael Hammer, Jack Trout, Al Ries, Tom Peters etc., Management process. Universality of management, management levels and skills, roles which managers play, unique features of Japanese management. social responsibilities of business and ethical dimensions.

Module 2: Nature, types, premises and steps in managerial planning, planning instruments and tolls, why do plans fail?. Guidelines for effective planning mechanics of MBO. planning practices in leading Indian companies.

Module3: Managerial Decision making. types and processes, bounded rationality, heuristics, decision making tools, and techniques consensual decision making, guidelines for an effective decision making.

Module4: Principles of organization, types of organization structures, modern trends in Os, Division of work, departmentation span management, organization design authority Decentralization, centralization teams. Teams (cross-functional and venture teams) Types, techniques and guidelines for forgoing and effective coordination, control process. control techniques, designing control system.

Module5: Emerging trends in management a board sweep of emerging organizations (information-based, total quality and organizational learning) Global dimensions of management.

TEXT-REFERENCES

1. Wehrich. Heinz and Koontz Harold "MANAGEMENT: A Global perspective" tenth edition. (Mc Graw Hille publications.)
2. Stonier, Freeman, Gilbert "MANAGEMENTN" sixth edition, PHI publication.
3. Griffin "MANAGEMENTN" fifth edition AITBS publication.
4. Eppler, Mark "MANAGEMENTN Mess UPO" jaico publication (1998 edition).
5. Croiner stuart "key management idea" Mc Millan publication (1995 edtion).

1.2 : Managerial Economics

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To acquaint the students with the concepts and techniques in micro-economic theory and to enable them to apply this knowledge in business decision-making. Focus is on the changes in the nature of business firms in the Context of globalization.
Pedagogy	: Lectures, case study discussion and seminars.

Module I: Definition, nature and scope of managerial economics. Demand analysis and forecasting, factors affecting demand, demand distinctions, elasticity of demand, product life cycle and demand forecasting.

Module II: production functions. Cost-output relationships in the short-run and long run, economies of scale, market structure. Perfect competition, monopoly, monopolistic competition, oligopoly, price output decisions under different market structures. Pricing policies and practices. Price discrimination, price leadership. Behaviour of the firm and profit theories: nature and objectives of the firm, an outline of theories of firm. Profit theories, profit maximization as an objective.

Module III : Macro-economies and measurement: National income concepts and measurements: Income and product concept. Fundamental national accounting identities; measurement of national income and related aggregates.

Module IV : Income price level and employment; consumption function, aggregate investment, multiplier concepts, money and interest rates IS-LM analysis, aggregate supply and price level, employment and unemployment, fluctuations and growth.

Module V: A broad sweep of macro-economic policies: objectives and tolls of fiscal policy. Government expenditures and revenues, budget analysis, objectives and tolls of monetary policy, concepts of money supply. Banking system and money markets. elements of open economy, balance of payment concepts.

Text References:

- 1) C.H.Peterson and C.W.Levis “ Managerial Economics” (Mc Millan Publications)
- 2) M.H.Spencer””” Managerial Economics” (Richard.D. Irwin Publications)
- 3) R.Dornbusch and S.Fisher,”Macro-Economics” (Mc Graw Hill Publication)
- 4) Dholakia R and Oza.A “Economics for Management Studies” (Oxford University press publication).

1.3 : Business Communication

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To equip the students with written and spoken communication skills essential in business situations, invoicing decisions making and implementation.
Pedagogy	: Lectures, case study discussion management games, role playing.

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Module 1: Analysis of Communication process as it relates to the business processes in knowledge workplace. Strategic forces influencing business communication.

Module II : Traditional forms of written communication, reports, letters, memos, memoranda. Emerging forms of communication, such as telecommunications, distance learning/training systems, e-mail, software and electronic presentation systems.

Module III : Interpersonal communication. Johari window, Transaction analysis, oral communication, speaking skill expressive, directive, problem-solving and meeting styles.(small group communication, committees and conferences)

Module IV: Non-verbal communication: (Kinesis, Proemics and paralanguage), Communication through objects and concepts. Effectives listening skills.

Module V : Barriers to effective communication and strategies to overcome them. A broad sweep of Neuro-linguistic programming.

Text References:

- 1) Bowman, Joel P and Branchaw, Bernadine P “Business Communication” (Dryden press publication)
- 2) Hatch, Richard “Communication in business” (Science Research Associate, Chicago publications)
- 3) Murphy, Herta A and Peck Charles E “Effective Communications” (Tata Mc Graw-Hill Publication)
- 4) Treece, Maira “Successful Business Communications” (Allyn and Bacon, Boston Publication)
- 5) Pearce.C.Glenn “Business Communications” (Allyn and Bacon, Boston Publications)
- 6) J.V.Thill and C.L.Bovee “Excellence in Communication”
- 7) Andrew Brodbury “Development your NLP skill” (Kogan page India Ltd. Publication).

1.4 : Introduction to Information Technology

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To impart computer usage skills to the students.
Pedagogy	: Lectures and rigorous computer lab work.

Module I :Computers in business, elements of computer system set-up, Indian computing environment, components of a computer system. Generations of computers and computer languages.

Module II : Personal computers in business. PC Software packages; Disk operating system and windows. Text processing software. Spreadsheet software, creation of spreadsheet applications. Range, formulas functions, data base functions in spreadsheet, graphics on spread sheet, modes of data processing.

Module III : Computer software systems, software development process, file design and report design, data files-types organizations. Master and transaction file.

Module IV : Data base Management systems and integration of applications. Basics of data processing, data hierarchy. Data file structures. Application portfolio development. Introduction to micro data base manager. Programme Development cycle, flow-charting, input- process-output Analysis, report generation and label generation, programming concepts, use of files in programming. Presentation graphics. Creating a presentation on a PC. Data communications.

Module V : Networking LAN and WANS. Management of data processing systems in corporate enterprises. Using E-mail.

Text References:

- 1) Eliason A.L “ On-line Business Computer Applications” (Science Research Associates, Chicago Publications)
- 2) Long.L “Computers” (Prentices Hall, Eaglewood Cliff’s publications)
- 3) Summer.M. “Computer concepts and Uses” (Prentice Hall Eaglewood Cliff’s Publication)
- 4) Mansfied, ro “The compact guide to Microsoft office” (Business Promotion bureau, New Delhi Publications)
- 5) Mosley, Lonnie.E “ Mastering Microsoft Professional for windows. (Business promotion bureau, New Delhi Publication)

1.5: Quantitative Techniques for Managers

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To make the students familiar with basic statistical and LP techniques. Focus is on their applications in business decisions making apparatus.
Pedagogy	: Lectures and rigorous computer lab work.

Module I : Applications of quantitative methods in managerial decision-making. Data processing and analysis (classification, summarization of data, frequency distribution, measures of central tendency- arithmetic mean, median, measures of dispersion- range quartile deviation, standard deviation, co-efficient of variation, estimation, confidence intervals.

Module II : Probability concepts, revision of probabilities using Baye's formula, characteristics of commonly used probability distributions. Sampling methods, random, stratified, cluster and probability proportional to size, sampling-distributions. Sampling design.

Module III : Hypothesis testing form means and proportions for small and large samples. Chi-Square test for goodness of fit and independence.

Module IV : Construction of index number and their uses. Presentation of data, tables, graphs, preparation and presentation of report.

Module V : Simple regression and correlation. Use of SPSS. AP and GP application to mathematics of finance variables and functions (Linear, quadratic and exponential functions). Managerial applications of increasing and decreasing functions. Derivatives as measures of rate of change and its applications in management.

Text References:

- 1) L.V.Levin, Richard I and David.S.Rubbin “ Statistical for Management” (PHI Publications)
- 2) U.K.Srivastava “Quantitative Techniques for Managerial decisions making (Wiley Estern Publications)
- 3) JIT.S. Chandan “Statistics for business and Economics” (Vikas Publications)
- 4) L.L.Levin “ Statistics for modern business decision” (Harcourt prace publications)
- 5) Tery, Sineich “Business Statistics by Examples “ (Coblier Mc Millan Publications).

1.6 : Accounting for Managers

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To develop an insight of postulates principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control

Pedagogy : Lectures, assignments, case study discussions and presentations (Both group and individual).

Module I : Role of financial accounting in financial management, function, basic accounting concepts underlying the preparation of financial statements, understanding the financial statements- profit and loss account and balance sheet. Accounting standards. Indian, International and US.GAAP. A broad sweep of all accounting standards.

Module II : Financial statement analysis and interpretations. Understanding the status and performing of enterprise. Cash-flow and funds flow statements. Ratio analysis (Trend, cross sectional and cross industries)

Module III : Basic cost concepts: cost term, classification, cost drivers, activity based costing. Target costing. Total cost management; cost volume relationships: cost and revenue drivers, BEP, CVP assumptions. Role of income taxes and PV Charts. A broad sweep of product costing, job costing and process systems. Methods of handling spoilage and scrap.

Module IV : Budgets and standards as key to planning and control. Types of budgets, responsibility accounting. standard costing and variance analysis. Cost information for decision: Relevance, its meaning, illustrations. Opportunity cost. Customer profitability. Pricing decisions. Product profitability decisions and cost management. Cost allocation, tracing and pool, allocating costs from one department to another. A broad sweep of joint and by-product costing.

Module V: Impact of Euro on management account role. Corporate failure prediction and credit evaluation.

Text References:

- 1) S.K.Bhattacharya and Dearden “Accounting for management” (Vikas Publications)
- 2) Robert Antony and James Reace “Accounting Principles” (6th edition) Richard D.Irwin Publication.
- 3) S.N.Maheshwari “Corporate accountancy for Managers” (Vikas Publications).
- 4) Charles.T.Horngreen George Foster and Srikant M Dater “Cost accounting- A Managerial emphasis (PHI Publications)
- 5) Institute of Chartered Accountants of India” Comperdium of statements and standardson accounting” ICAI Publications).

1.7 : Marketing Management

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To make the students familiar with basic marketing concepts
Pedagogy	: Lectures, case study discussions, seminars, assignments and role plays.

Module I : Marketing concepts, process and managerial activities in marketing. Marketing mix, a broad sweep of relationship marketing, data base marketing, event marketing, direct marketing, niche marketing, target marketing, coinierge marketing, quintile marketing, permission marketing, green marketing, social marketing, life style marketing, marketing environment.

Module II : Strategic marketing planning, product decisions, new product launch, product life cycle concept, branding and packaging decisions.

Module III : Marketing segmentation, product/brand positioning, differentiation. Consumer behaviour, determinants and the buying decision process. Marketing research investigation. Sales forecasting.

Module V: Marketing strategies. Market leader, challenger, follower and nicher strategies (and out line only).

Text References:

- 1) P.Kotler “Marketing Management” Millennium Edition” (PHI Publication)
- 2) V.S.Ramaswamy and S.Namakumari “Marketing Management” (Mac Millan Publication)
- 3) William.J.Stanton “Fundamental of Marketing” (Mc Graw Hill Publication)
- 4) Czinkota and Kotabe “Marketing Management” (Vikas Publication).
- 5) Enis.B.M “ Marketing classics” (Mc Graw Hill Publications).

. **Second Semester**

2.1 Financial Management

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks.
Objectives	: To Acquaint the students with the broad frame work of financial decision making in corporate enterprises.
Pedagogy	: Lectures, Exercises, case study discussion

Module 1: Goals and functions of financial management, financial analysis and control, cost-volume- profit analysis, operations and financial leverage, time value of money,

Module 2: investment and capital structure decisions, instruments of long-term finance, cost of capital, weighted average cost of capital optimum capital structure, valuation and rates of return.

Module3: Methods of capital budgeting: short-term financing investment methods.

Module4: Management of working capital, cash, receivables and inventory Management.

Module5: internal financing and dividend policy financial re-engineering Financial restructuring and Financial modeling.

TEXT-REFERENCES

1. Brigham E.F. “financial Management, Theory and practices” (Dryden Press Publications).
2. Chandra P “Financial Management”(Tata Mc. Graw Hill publications).
3. Archer, Stephen H “Financial Management” (John Wiley publications).
4. Hampton, John “Financial Decision Making” (Prentice Hall, Englewood cliffs Publication).
5. Van Horne, James SC “Financial Management and policy” (PHI publication)

2.2 Organizational Behaviour

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: to familiarize the students with the behaviour of individuals and group at the knowledge workplace
Pedagogy	: Lectures, Exercises, Role playing (simulation) exercises and case study discussions

Module 1: Organizational Behaviour as a field of study contributing disciplines, objectives and goals, models of O.B.

Module 2: Foundations of individual behaviour. individual learning theories. OB Mod. shaping the behaviour, learning curve, perceptual mechanism and honing perceptual skills, making judgment of others, emotional intelligence.

Module 3: values, attitudes and job satisfaction A broad sweep of motivation theories and their application.

Module 4: Foundations of group member resources, group processes and group decisions. Term building, high-performance teams A broad sweep of leadership theories and their applications.

Module 5: A broad sweep of management of change, management of stress, conflict management and negotiations power and politics.

TEXT-REFERENCES

1. Robbins S,P “organizational Behaviour: Concepts Controversies and Applications” (PHI publications).
2. baron R.A “Psychology” (PHI publications).
3. Gordon JR. “ A Doagnostic Approach to organizational Behaviour” (Allyn and Bacon publications)
4. Luthans. F “organizational Behaviour” (McGraw Hill publications).

2.3 Business Research Methods

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: to equip the students with the basic understanding of the research methodology and to provide an insight into the applications of modern analytical tools and modern analytical tools and techniques for the purpose of managerial decisions making
Pedagogy	: Lectures, Exercises, Role playing (simulation) exercises and case study Discussions

Module 1: Nature and scope of research, value and cost of information, Bayesian decision theory, research process, research designs.

Module 2: A broad sweep of data collection methods including administration of survey with appropriate sample design. Field work and tabulation of data.

Module 3: Data analysis, use of SPSS and other statistical software packages.

Module 4: Techniques of data analysis, ANOVA, Discriminations analysis, Factor analysis, conjoint analysis, MDS and cluster analysis.

Module 5: Preparation and presentations of research report. A broad sweep of research applications.

TEXT-REFERENCES

1. Robbins S,P “organizational Behaviour: Concepts Controversies and Applications” (PHI publications).
2. baron R.A “Psychology” (PHI publications).
3. Gordon JR. “ A Doagnostic Approach to organizational Behaviour” (Allyn and Bacon publications)
Luthans. F “organizational Behaviour” (McGraw Hill p

2.4 Management Control and Audit

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: To familiarize the students with the strategic issues in management planning and control systems.
Pedagogy	: Lectures, case study discussions.

Module I: Nature of Management control systems, responsibility centres and profit centres as a basis for planning and control.

Module II : Transfer pricing issues, Budget planning, behavioural aspects related to budgets. Management control through innovative budgeting process.

Module III : Performance measurement of (a) operating business units. (b) service departments. Task and operations control systems. Non-financial performance measurement. Balance score card, benchmarking the performance.

Module IV: Management control system in manufacturing firms. (Performance planning and monitoring for R&D) and serve firms and export-oriented firms.

Module V : Control of differentiated strategies. Management audit of control systems. Control of global operations by transnational companies.

Text References:

- 1) Anthony.N.R and Govindarajan.V. “Management control system”(Tata McGraw Hill publication)
- 2) Sharma.S.Management Control systems (Tata McGraw Hill publications)
- 3) Saravanavel.P ‘ Management control systems’ (Himalaya Publications)
- 4) Mohinder.N.Kanra “Management control and reporting systems” (Sage Publications)
- 5) “Management Material of Management control published by Harvard.

2.5 Business Environment and Government Policy

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: To make the students aware of the Indian business environment and the policy framework underlying our economic system. As a result of this, the students should be able to meaningfully follow and interpret major environment trends and government policy decisions.
Pedagogy	: Lectures, case study discussions, seminars

Module I : Concept of Business objectives, relations with environment. Environment factors including/inhibiting business growth, types of business environment, social, political, cultural, technological, economic and legal. Social environment, Indian social structure, social constraints and opportunities, changing social scene in relation to business, social audit, Indian political system and its impact on business. Constitution and state policy towards business with special reference to chapter IV of the Indian Constitution.

Module II : Indian Economic system. Changing structure within industries, private and public sectors, joint sector, small industries. role of service and trade sector, composition of India's foreign trade.

Module III : Economic Planning. Need for planning, basic decisions in Indian planning plan documents and its interpretation planning commission, NDC State plan, five year plans in retrospect, general factors of economic development. Population and other demographic change, employment pattern, distribution of income.

Module IV : Business and economy: Monetary and fiscal policies, working of commercial banking system, Central bank functions, credit policy, a broad sweep of development banking services, capital market, foreign capital and collaboration joint ventures. NPI investment.

Module V : Business and government regulations. Agrarian policies, industrial policy, policy controls, import-export policies. foreign exchange controls, transfer of technology-economic liberalization.

Text References:

- 1) Government and Business by Dasgupta and Sengupta (Vikas publishing house)
- 2) "Business Environment" by C.Francis (Himalaya Publishing company)
- 3) "Business Environment" by K Aswathappa (Himalaya publishing company)
- 4) "Economic Planning: Theory and Practice by B.C.T Tandon (Chaitanya publishing house)

2.6 Human Asset Management

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: To sensitize the students to the various facts of managing peoples and to create an understanding of various policies and practice of HRM
Pedagogy	: Lectures, case study discussions, seminars

Module I : Concepts and perspective on HRM, HRM in changing environment. Functions of HRM. Human Resource Planning, process and mechanism. Job descriptions, job specifications.

Module II : Recruitment strategies, sources and techniques of recruitment. Attracting and selecting human resources. Selection procedures, Inducement and Socialization assessment centres.

Module III : Human Resource Development. Training and Development, training for leadership, management development.

Module IV: Performance Management systems and methods potential assessment, career planning, succession planning, counseling , mentoring, grievance management.

Module V : A broad sweep of compensation package, employee welfare, retirement, VRS and other employee related issues.

Text References:

- 1)Biswajeet Pattanayak “Human Resource Management” (PHI Publications)
- 2)K.Aswhathappa. “Human Resource and Personnel Management” (Tata Mc Graw Hill Publications).
- 3)Wayne F.Casico “Managing Human Resources” (Tata Mc Graw Hill publications).
- 4) G.T.Milkovich and J.W.Boudrean “HRM . A diagnostic approach (ATB Publication)

2.7 Decision Analysis

Course work load	: 4 credits
Examination	: One paper of three hours duration and carrying 100 marks
Objectives	: To enable the students to develop an Understanding of basic decision models and their role in managerial decision making.
Pedagogy	: Lectures, case study discussions, seminars

Module I: Optimization concepts. Linear programming. Internal programming, branch and bound algorithm. Sensitivity analysis. Decision Analysis.

Module II: Transportation and Assignment models including trans-shipment and routing problems.

Module III: Game theory, Queuing theory Morkov processes.

Module IV: Goal programming. Simulation

Module V : Network Techniques (PERT/CPM).

Text References:

- 1) Lapin L. “ Quantitative Methods” (Harcourt Publications)
- 2) Taha.H.A “Operations Research” (PHI Publications)
- 3) Budwick.F.S. Mc Leavey.D and Mojena R. “Principles of operations Research for management” (Richard.D.Irwin Publications)
- 4) Theirout.R.J and Klekamp.R.C “Decision Making through operations research (John Wiley Publications.
- 5) Sharma.J.K “Operations Research” Theory and applications” (Macmillan India Publications).

Third Semester

3.1 Production and Operations Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To acquaint the students with decision-making in Production and operations functions both in Manufacturing & Services
Pedagogy	:	Lectures, case study, discussions, presentations (both Group and individuals)

Module I : Operations Management- operations surplus, production process and forecasting-impact of technology and production interface.

Module II : Plant location and lay out- types of layout- production planning and control decisions- materials planning and budgeting – production cycles.

Module III : Job designing- human element in job designing, productivity through people, work methods. study performance rating- work sampling techniques – work standards and measurement- value analysis and capacity planning.

Module IV : Inventory and Stores Management—inventory and stores costs—material handling equipments—EOQ- Safety stock- ABC and VED and YHI- selection and evolution of source and suppliers of materials.

Module V : Quality Control engineering- standards and specifications- quality assurance – quality circle- statistical quality control.

Books Recommended:

- 1) Modern production Management – Buffa
- 2) Re-engineering Management—James Changes
- 3) Production and Operation Analysis--- Steven Nahmais
- 4) Production and Operations Management--- N.G.Nair
- 5) Cases in Production/Operations Management—K.N.Krishnaswamy
- 6) TQM—Deming
- 7) Operations Management --- Say Mcess and Others.

3.2 Knowledge Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging field of knowledge management
Pedagogy	:	Lectures and assignments.

Module I : Introduction to knowledge management; from data-to-knowledge; KM System architecture; categories and types of knowledge.

Module II : Knowledge process ; create, capture, share and distribute knowledge.

Module III : Infrastructure for KM; Knowledge work systems (KWS)- office systems, expert systems and Intranets; CKO and his/her role.

Module IV : Tools for KM; Managing knowledge systems; KMS for competitive advantage; knowledge transfer in strategic alliance; Metrics and their uses and limitations; use of APQC's KM assessment tool kit. Conducting the knowledge Audit and analysis, Designing the KM Team and the Reward structures, designing and developing and deploying the KM System, Measuring the performance of knowledge work.

Module V: KM Practices of leading/pioneering companies (like Xerox)

Note: The students are required to visit relevant websites.

Text References:

- 1) Daryl Morey, Mark Maybury and Bhavani Thuraisingham "Knowledge Management: classic and contemporary works" (Universities press (India) Ltd, Publications)
- 2) Amrit Tiwana "The Knowledge Management Toolkit" (Prentice Hall PTR, Pearson Education Asia Private Ltd, Publication)
- 3) Charles Daspres, Daniele Chauvel "Knowledge Horizons" (Butterworths Hinemann publications).
- 4) John Sparrow "Knowledge in organizations" (Sage Publications).
- 5) Selected articles on KM in leading journals.

3.3 Business Law

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To enable the students to understand the basic laws affecting the operations of a business enterprise.
Pedagogy	:	Lectures, case study discussions.

Module I : Law of Contracts—essentials of contracts—various types of contracts—Agency, Bailment, Pledge, Warranties and Indemnities, flaws in contracts--- Performance and discharge of contracts—Remedies for breach of contracts.

Module II : Sale of Goods Act—formation of Contract of sale- conditions and warranties- Caveat emptor—rights of sellers and buyers- auction sales- rights of an unpaid seller.

Module III : Company law- company-various types of companies-Incorporation, Management and liquidation. Filing of returns, remedies against mismanagement. Powers of Investigation by the Government, Issues relating to good governance.

Module IV : Negotiable instruments Act- Bill of Exchange, Promissory note and cheque – distinction between land Hundi's and foreign instruments. Parties to instruments- endorsements- presentment- dishonour and compensation.

Module V : Consumer Protection Law in India- consumer councils- redressal machinery- Rights of consumers- consumer awareness.Pollution control law- air, water and environment pollution control- Role of public awareness.

Text References:

- 1) Mercantile law – M.C.Shukla
- 2) Business Law- K.Aswathappa
- 3) Indian Contract Act- Pollock and Mulla
- 4) Sale of Goods Act – Benjamin
- 5) Company Law by Avtar Singh.
- 6) N.D.Kapoor: “Elements of Mercantile Law”. Sultan Chand and co;

3.4 Technology and Innovations Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the major thrusts in innovation management and Technology
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Significance of innovation, different types of innovations. Innovation as a management process. General overview of the innovation process. Models of innovation.

Module II : Managing innovation within firms: dilemma of IM, Organizational characteristics that facilitate the innovation process; organizational structures and innovation; establishing an innovative environment.

Module III : Business strategy and innovation: The battle of Trafalgar; strategic innovation, uncovering innovative capability, the learning organization, Technology strategy to provide a link between innovation strategy and business strategy.

Module IV: Innovation through Technology leverage. Effective R&D Management, role of technology transfer in innovation, strategic alliance and intellectual property. Technology development and Acquisition—forecasting and Technology Innovation chain, Role of Tech- Forecasting-forecasting approaches, methodologies and methods; Technology strategy, generation and development.

Module v : Technology Development and Acquisition- Forecasting and Technology Innovation chain, Role of Tech- Forecasting, Forecasting approaches, methodologies and methods; Technology strategy, Generation and Development.

Text References:

1. Paul.Trott “Innovation Management” (Pitman Publications).
2. Burns.T and Stalker G.M “ The Management of Innovation”. (Tavistok, London publications).
3. Henry.J and Walker D (eds) “ Managing Innovation” (Sage publications)
4. Tarek Khalil Management of Technology: Mc Graw Hill International Education- 2000.
5. Rohtagi.P.K Rohtagi K and Bowonder, B. Technological Forecasting, Tata McGraw Hill.

Finance Electives

Elective I : Security Analysis and Portfolio Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging field of securities and Portfolio Management
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Investment- objectives, nature, channels of investment- investment and speculation process of investment.

Module II : Capital Markets- stock exchanges- BSE –NSE-OTCEI-Trading in stock exchange- new issues market. Relevant SEBI guidelines.

Module III : Return-measurement of return, dividend discount models, growth phase models, H model. Risk-systematic risk v/s Unsystematic risk- the concept of BETA , Security market line, capital market line, return and risk- valuation- approaches valuation- bond valuation- preference shares valuation- common stock valuation.

Module IV : Portfolio – process of portfolio management, traditional view- diversification- modern portfolios- portfolio models- Markowitz model- sharpe single index model, CAPM Arbitrage Pricing Theory.

Module V : Derivatives: Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management.

Text References:

1. Fundamentals of Financial Management. Van Horne.
2. Basic financial management. A.J.Keovan and others.
3. Principles of Corporate Finance- Brealy and Myers.
4. Financial Management- Prasanna Chandra.
5. Financial Management – I.M.Pandey
6. Investments by William Sharpe
7. Managerial Finance- F.J.Weston and Copeland

Elective II

Merchant Banking and Financial Services

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging Merchant Banking and Financial Services.
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Capital Market – Capital Market in India- Operations in Primary Markets- Instruments involved- Role of SEBI and Merchant Bankers (Pre-issue and Post-issue) – Venture capital Financing- Mutual Funds- Regulations- Role and Functions- Private Placements.

Module II : Secondary Markets- stock Exchanges in India- National stock exchange (NSE) – Over the Counter Exchange of India (OTCEI)- stock holding corporation of India (SHCIL)- Scripless trading – E-trading- Index/Futures Trading- share lending scheme- stock market operations on International Level- book building.

Module III : Money Market- Nature and role of money market in India- Instruments in money market viz, CPs, CDs, Bills of Exchanges, ICDs, Treasury Bills- Role of DFHI/STCI in money market.

Module IV: Financial Services- Credit Rating- Factoring and forfeiting- Leasing and Hire purchasing- RBI guidelines for NBFCs- Credit Cards- Securitization of debts- Housing Finance.

Module V: Stock broking services- growing importance- Membership norms- Functional specialization- capital adequacy norms of stockbrokers.

Text References:

- 1) Relevant text of SEBI guidelines
- 2) Merchant banking and securities management- M.A.Kohak
- 3) Alexander.A.Robichek, Alen.B.Coleman, George.H.Hempel, Management of Financial institution, Dryden Press Illinois- 1996.
- 4) M.Y.Khan. Financial Services, Tata McGraw Hill- 2000.

Marketing Electives:

Elective I Consumer Behaviour

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of consumer behaviour
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Introduction of Consumer Behaviour- importance of studying consumer behaviour- Individual determinants of consumer behaviour- Personality- theories of personality- relevance of personality in understanding consumer behaviour- perception- the role of perception in consumer behaviour- role of motivation and attitudes in consumer behaviour.

Module II : Environment influences in consumer behaviour, Culture, sub-culture and Cross cultural influences in consumer behaviour, social class- nature, measurement and categorization. Social class and consumer behaviour.

Module III : Group Influences in consumer behaviour- reference groups- types and nature of reference groups. Reference group influences on consumer behaviour. Household decision making- functions of the family- family life cycle- family purchasing decisions- group communications: opinion leadership process and diffusion processes.

Module IV : Models of buyer behaviour, Howard model, Howard Sheth model, EKB Model, Webster and wind model and Sheth Industrial buyer behaviour model.

Module V : the process of learning and consumer behaviour, consumer decision process: problem recognition, search and evaluation, purchasing process and post purchase behaviour- models of consumer behaviour, consumer protection: consumer protection act 1986, Central Consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National consumer Disputes Redressal Commission.

Text References:

- 1) Loudon and Bitta : Consumer Behaviour, Tata McGraw Hill
- 2) Peter and Olson: Consumer Behaviour and Marketing strategy, McGraw Hill.
- 3) Schiffman and Kanuk : Consumer Behaviour
- 4) Hawkins, Best, Coney, Consumer Behaviour, 8/e, TMH, New Delhi.
- 5) Kumar: Conceptual issues in consumer behaviour: the Indian context Pearson Education, New Delhi.
- 6) David.L.Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH New Delhi.
- 7) Henry Assael, Consumer Behaviour, 6/e, Thomson, New Delhi.

Elective II Services Marketing

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of services marketing
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Service , concepts, scope of services, goods-services continuum, 4Is of services goods and services categorization. Industrial services. Segmentation target marketing and positioning. Customer expectations and perceptions of services.

Module II : Service Marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality- Dimensions of quality. Understanding Quality Management. Measuring service quality.

Module III : Strategies for Marketing: overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- external marketing. Internal Marketing. Relationship Marketing and interactive marketing.

Module IV : Personal selling- advertising and sales promotion in service industry. Customer service in service Marketing- monitoring and measuring customer satisfaction- handling complaints effectively.

Module V: Planning and managing service delivery: creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, enhancing value by improving quality and productivity.

Text References:

- 1) Valarie A. Zeithaml and Mary Jo-Bitner: Services Marketing- Integrating Customer Focus Across the firm, 3/e, TMH
- 2) Thomas.J.Delong and Asish Nanda: Managing Professional Services- Text and cases, McGraw Hill International.
- 3) Christopher Lovelock: Services Marketing People, Technology , strategy, fourth edition, Pearson education.
- 4) Mark Davis, Managing Services People and Technology, McGraw Hill International.
- 5) James.A.Fitzsimmons, Services Marketing- operations, strategy and information Technology, 3/e, McGraw- Hill international.
- 6) Services Marketing- M.K.Rampal, S.L.Gupta
- 7) Essence of Services Marketing – Ardian payne
- 8) Services Marketing- S.M.Jha.
- 9) CRM at the speed of light- Paul Greenberg.
- 10) Services Marketing- Helen Woodruffe.

Human Resources Management Electives:

HRM Elective 1: Management of Industrial Relations and Employee Welfare

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of Industrial Relations
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals).

Module I : Industrial Relations: historical background of IR in India, structure and frame work of Industrial relations- Community frame work- legal frame work- role of Trade Union in IR.

Module II : Conflicts: Employer-employee conflicts- conflict resolution- dynamics of conflict resolution conflicts- conceptual background.

Module III : Union Management Perspective: Union Management relation- Industrial Revolution – Emergence of factory system and capital class- emergence of labour class- ILO –conventions- Constitution of India- Fundamental Rights- Trade Union in UMR.

Module IV: Trade Union and TU Development: trade union Act 1926- Recognition of TU- Trade Union Leadership- Problems of TU in India- management of Trade Unions- emergence of managerial trade union employees association- TU as a partner ohm collective bargaining- sole bargaining agent.

ModuleV : Workers' Safety and Welfare. Employee safety and Welfare Programmes. International Labour Organization- its programmes. Salient features of Factories Act concerning social security of workers programmes in India. Workers' participation: methods and techniques of workers involvement and participation. composition and the working of Works Committees and Joint Management Councils. Causative factors contributing to their ineffective functioning and failure in India.

Text References:

- 1) Dale Yoder: Personnel Management and Industrial Relations; Prentice Hall of India.
- 2) Arun Monappa: Industrial Relations, Tata McGraw Hill
- 3) Dynamics for Personnel Management- Agarwal- TMH
- 4) PMIR-Davar- Vikas.P.H
- 5) Personnel Management – Ghosh.

HRM Elective II Performance Appraisal and Counseling

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of performance appraisal and counseling
Pedagogy	:	Lectures, case study discussions, assignments, presentations (both group and individuals).

Module I : Introduction : objectives of performance appraisal, Human Resources Development and Performance appraisal. Planning performance and role clarity, accountability and effectiveness, planning individual performance- key performance areas (KPA) and performance planning – need for clarity of roles and function in Modern Organizations- Performing Targets.

Module II : Performance Analysis- objectives- methodology- using performance analysis for counseling and identification of development needs performance appraisal-methods- techniques and competitive methods- Result oriented methods- Methods in current use. Suggested format of performance appraisal. Appraisal practice in India-Recent development in Executive Appraisal for managerial effectiveness.

Module III : Performance counseling – objectives- conditions for effective counseling-process of counseling, sequential process of performance counseling, making counseling effective. Organizational performance appraisal: Balanced score card Approach, Numeric Management approach- intangible assets monitoring approach. Counseling process: Aims and objectives- Developmental Model: Pre- helping phase, stage I : Responding to the client- Client self-exploration.Stage II: Integrative understanding stage III: Facilitating Agent.

Module IV: Attending: physical and psychological presence. Helper skills: StageI: Primary level of accurate empathy-genuineness aspect and conditions- helping as a social influence. The experience of the client-self exploration: goals. Stage II: Integrative understanding/ dynamic self understanding Helper skills: Advance accurate Empathy- self disclosure confrontation.

Module V : Action program: client action goals- Development action of goals-developmental character of process of behavioural change. Principles involved in maintenance and change in behaviour. Comprehensive problem solving methodology – force field analysis approach to problem solving.

Text References:

- 1) T.V.Rao: Redesigning performance appraisal system
- 2) King.P. Performance planning and appraisal : McGraw Hills.
- 3) Board.R: Counseling people at work: Gomer
- 4) Stewart and Stewart- Practical performance appraisal, Gower Press.

Fourth Semester

4.1 Strategic Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To enable the students to develop a holistic perspective of enterprise, critical point of view of the top executives
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals).

Module I : Strategic Management- An Introduction-Evolution of business policy as a discipline-Concept of strategic management- Characteristics of strategic management-Defining strategy.

Module II : Strategy formulation- stakeholders in business- vision, mission and purpose- Business definition, objectives and goals- Environmental appraisal- Types of Strategic Guidelines for crafting successful business strategies.

Module III : Tailoring Strategy to fit specific industry- Strategic analysis and choice-Environmental threat and opportunity profile (ETOP)- organizational capability profile-Strategic Advantage Profile- Corporate Portfolio Analysis- SWOT Analysis- Synergy and Dysergy-GAP Analysis- Porter's Five Force Model of competition- Mc Kinsey's 7s Framework-GE 9 Cell Model- Distinctive competitiveness- Selection of matrix. Value chain and Competitive Scope, Technology and Competitive Advantage.

Module IV: Strategic Dimensions and structural analysis within industries industry profitability. Strategic approach in industry evolution, fragmentation, emerging industry, industry maturity and Industry decline. Competitive moves, competitive strategy under uncertainty. Attack and defense strategies, Core competitive advantage.

Module V : Corporate Strategy: Strategies for small business. Turn-around management. Management of a diversified firm and strategic decisions in mergers, takeovers and divestments. Expansion strategies. Vertical Integration, Horizontal Strategy, Interrelationships amongst business units. Entry into new business.

Text References:

- 1) A.A.Thomson and AJ Strickland, Strategic Management, McGraw Hill
- 2) Pankaj Ghemorwat: Strategy and the Business landscape, Pearson education
- 3) Gasrth Saloner, A.Shepard and J Podolny: Strategic Management, John Wiley & Sons.
- 4) Business Policy and Strategic Management – P Subba Rao
- 5) Strategic Management – Dess/ Miller

4.2 Project Work

Title	Theory	IA	Total Marks	Credit
Project Work	100	50	150	4

4.3 International Business

Course workload : 4 Credits consisting of 60 sessions
Examination : One paper of 3 hours durations and carrying 100 marks

Objectives : To acquaint the students with the emerging global trends in business environment.

Pedagogy : Lectures, case study discussions, assignments, Presentations (both group and individuals).

Module I : Nature of Business Environment- MNC's & International business environment scanning for international business – forces of globalization.

Module II : The economic environment- Trading Environment of international business- an overview- WTO – regional trading arrangements- the changing world economy.

Module III : The regulatory and legal environments of business- basic principles of the international law for business- areas of legal environment of particular concern to MNCs- cross cultural challenges and implications.

Module IV : Analysis and management of political risk- country risk analysis- cultural environment of international business- cross cultural challenges and implications.

Module V : The ethical and social responsibility of international business- bribery and corruption- competitive strategy and International business- analysis of MNCs by countries.

Text References:

- 1) International Marketing --- C.A. Francis
- 2) International Marketing --- Gopalkrishna
- 3) Business Environment ----- C.A.Francis.

4.4 Total Quality Management

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To acquaint the students with the strategic issues in TQM.
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals).

MODULE I : PRINCIPLES OF QUALITY MANAGEMENT

Definitions of Quality, Quality Philosophies of Deming, Crosby and Miller, Service vs Product Quality, Customer focus, Quality and Business performance leadership for quality management, Quality planning, Designing for Quality and Manufacturing for Quality, Vision, Mission Statements and Quality Policy.

Module II : TOTAL QUALITY MANAGEMENT

Evolution of TQM, TQM models, Human and System Components, Continuous Improvement Strategies, Deming wheel, Internal External Customer concept, Customer satisfaction Index, Customer retention, Team work and team building, Empowerment, TQM culture, Quality Circle, 5S principle, Top Management commitment and involvement.

Module III : Quality Management tools for Business Applications Principles and applications of Quality Function Deployment, Failure Mode and Effect Analysis, Taguchi Techniques, Seven old QC tools, Seven New Management tools, Statistical Quality Control techniques, Mistake proofing, Benchmarking, 8D methodology, JIT, and Kanban

Module IV : Quality Imperatives for Business Improvement

Dimensions of Quality, Reliability prediction analysis, Total productive maintenance, Costs of quality, Business process reengineering, Process Capability analysis, Quality assurance and ISO9000 and QS9000 certification

Module V : TQM IMPLEMENTATION STRATEGIES

Organisational structure and mindset of individuals, Motivational aspects of TQM, Change Management Strategies, Training for TQM, TQM Road map, Quality improvement Index

Text References:

1. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd.,
2. William J.Kolarik, Creating Quality, McGraw-Hill, Inc.,
3. Jill A.Swift, Joel E.Ross and Vincent K.Omachonu, Principles of Total Quality, St.Lucie Press, US
4. Samuel K.Ho, TQM, An Integrated approach, Kogan Page India Pvt Ltd,
5. Dale H.Besterfield et al, Total Quality Management, Pearson Education Asia,
6. L.Jain, Quality Control and Total Quality Management, Tata McGraw-Hill
7. John Bank J.E., Total Quality Management, Prentice Hall, India.

Finance Electives for Fourth Semester

Elective 1 Corporate Tax Planning

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To acquaint the students with the strategic issues in Taxation.
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals).

Module I: Residential status of a company and incidence of Tax. Definition of Company.

Module II: Computation of Taxable income and tax liability of companies- computation of taxable income under different heads of income- house property, profit and gains from business or profession, capital gains and income from other sources, carry forward and set off of losses in case of companies. Deduction from Gross Total Income. Minimum Alternate Tax (MAT).

Module III: Amalgamation and de-merger of companies- Meaning and Tax implications.

Module IV: Tax Planning- tax avoidance and tax evasion. Tax planning with reference to financial management decisions – capital structure, inter-corporate dividend- dividend policy- bonus shares. Tax planning with reference to specific managerial decisions- Make or Buy, own or lease- purchase by installment or hire-purchase, repair, replace, renewal or renovation-shut down or continue.

Module V: Procedure for assessment- deduction of tax at source, advance payment of tax- refunds- appeals and revision.

Module VI: Wealth Tax on Companies.

Text References:

1. Law and practice of income tax in India by Kanga and Palkhivalla.
2. Law practice of income tax in India by Bhagwati Prasad.
3. Income tax Law and practice by H.C.Mehrotra and S.P.Goyal.
4. Income tax law and practice by S.Bhattacharya.
5. Direct Taxes law and practice by Vinod.K.Singhania.
6. Law Practice of Income Tax by Dinkar Pagare.
7. Income Tax Law and Practice by B.B.Lal.
8. Three Taxes by Mehrotra and Goyal.
9. Law and Practice of Central, Sales, Central Excise Duty by S.K.Agarwal
10. Three Taxes by R.R.Gupta.
11. Bare Acts on Karnataka Sales Tax Act, Karnataka State Excise duty, Karnataka Turnover Tax.

Elective II : Financial Derivatives

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To give students a working knowledge on derivative securities can be analyzed.
Pedagogy	:	Lectures, Presentations through Multimedia (Both group and individual) case study Discussion and mock trading exercises.

Module 1. Derivatives and Risk-Market Volatility and growth of derivatives, Derivative debacles, Emergence of derivative instruments, Introduction to forwards. futures, options and hedging instruments, forward rate agreements. Options caps, floors, collars and other variants, fixed income securities and convertible bonds. Role of derivative instruments in foreign exchange markets, Capital markets and in banking.

Module 2. Options-hedging and trading with options. Arbitrage with options, pricing options-Black-Scholes option pricing model. Binomial option pricing model, Understanding and using the models, exercises.

Module 3. Introduction swaps, Evolution and importance of swaps markets, interest Rate swaps, Currency swaps, Cross Currency swaps, Commodity swaps. other variants. swaption,s swap margin, Evaluation and Deal structuring Speculation and hedging using swaps.

Module 4. Other instruments: Risk Premium approach, Immunization matching timing DLF Technique sensitivity analysis, Z-score method, Debt related Innovations: FRNS Repo and reverse Repos. Junk bonds. Securitization-Mortgage based receivable based etc. equity related Innovations Equity, warrants. Convertibles. DDBS, SPNs, GDRs, ADRs etc. Institutional Innovations. Depository and advisory services Hybrid securities and synthetic Instruments. Gross Border Instruments: Euro Instruments. NCR(NCFs) RVFs. Syndicated and Club money, euro money. ECBs. etc.

Module 5. Recent Developments towards financial globalization. Settlement & clearing. Market Linkages and modeling. Technology Thrust, using copyright. Patent trademark. and unfair practices law to protect financial products. broad sweep of Derivatives market in India.

SUGGESTED READINGS:

1. Financial derivatives by Keith redhed-prentice Hall India.
2. Financial Derivates by bhalla. V.K. S.-Chand publication.
3. Option pricing theory and application. brennet M. Toronto. Lexington books 1993.
4. Options. futures and other Derivative securities by Hull John.C prentice Hall of India New Delhi.
5. Futures and options. by Ranklin. R. Edward and clindy w Ma Mc Graw Hill.
6. Financial options from theory to practice by figelwski. sither & subramanyam Irwin Inc.
7. Understanding options by Robert w kolb-john willey & sons Inc.
8. Dictionary of futures and options: by Alan webber-vision Books.
9. Financial Engineering-A complete Guide to Financial Innovation by John F Marshall and vipul. Kansal PHI

Marketing Electives for fourth semester

Elective I Advertising and Sales Promotion

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of Advertising and Sales Promotion
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals)

Module I : Role of Promotion in the Marketing mix- Components of Sales promotion- difference between advertising and sales promotion- determinants of promotion mix, various sales promotion methods and tools- advertisability and advertising aids.

Module II : Advertising- need, scope and importance of advertising- role of advertising in the economic development-advertising and society- latest trends in advertisements different types of advertisements.

Module III: Advertising campaign planning, advertising copy design and communication strategy, copy- visualization lay-outing, advertising appeals and themes, classification of advertisement copies- essentials of a good copy. 5Ms of advertising.

Module IV: Advertising media, types of media, media planning and scheduling- advertisement budgets- approaches to advertising budgeting.

Module V: Advertising agencies- advertising business in India- Rural advertising- Legal implications and achievement business in India.

Text References:

- 1)Advertisement Management – Rathod
- 2)Advertising Management – Chunawalla
- 3)Advertising Management – Write & Ziegler
- 4)Contemporary Advertising - Williams Arens
- 5)Advertising and Promotion - Belch & Belch.

Elective II : **Retail and Distribution Management**

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of Retail and Distribution Management
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals)

Module I : Marketing Channels- Structure, Functions and significance- Basic Channel role in the dynamic market place- Designing the Market Channel System.

Module II : Primary Participants of the Channel- Manufacturer, Wholesaler and Retailer- Logistics and Operational dimensions- Material Handling, Transportation, Warehousing, Inventories, Logistics interface.

Module III : Significance of Wholesaler and its role- Types of the wholesalers, Nature and importance of Retailing- Types of Retailers- Retail Merchandising- Retail Decision Location and size.

Module IV : Retailer Promotion- Advertising, sales promotion and POP promotion- Shelf Management- Communicating with the retailer customer. Significance and importance of Franchisee in Channel Decision-Advantages of Franchisee- process of appointment of Franchisee- Franchiser Franchisee relationship.

Module V : Managing Marketing Channels- channel policies- choice of the channel- organizational pattern in the channel- Assessing Channel Performance- Causes for Channel Conflict- Techniques to overcome Channel Conflict. Channels for Consumer goods, Industrial goods and services. Concept, Role and significance of Multi-level Marketing.

Text References:

- 1) **Physical distribution and Logistics management – Dr.S.W.Bhave**
- 2) **Physical Distribution Management- M.V.Kulkarni.**
- 3) **Distribution Management- S.Eliton**
- 4) **Marketing – Bovee, Thill**
- 5) **Retail Marketing- Ronald W Hasty**

Human Resource Management Electives:

Elective 1: Management of Training and Development

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of Training and Development
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals)

Module I : Introduction to Training and Development- Need for Training- Individual, Operational and organizational- Meaning and Distinction- Education, Training and Development, Types of Training- Aligning training function to business strategies, challenges in training- concept of skill inventory.

Module II : Process of Training- need analysis to evaluation including Training Budgets- methods of training needs assessment- training delivery- use of various training methodologies and their impact of training effectiveness

Module III : Computer based Training, Training feedback and Analysis- Benefit Analysis- Developing Models of Training Evaluation for Technical and Behavioral Training.

Module IV : Prerequisites to Effective Training- creating a climate for training, Principles of learning- understanding Learning Styles of the trainees, Adult learning- why people resist training? – Overcoming resistance to training.

Module V : Changes in Training needs for Modern Organization- concept and need for Learning Organizations- Training for – Trainers- Trainer Certifications- Creativity- Managing change- Leadership- Team playing and Effective Group Dynamics- Managing differences at workplace- Effective Communication- Managing Cultural Diversity- Sensitivity Training- Total Quality Management.

Text Reference:

- 1) Employee Training and Development- Noe
- 2) Training Instruments for HRD- Uday Pareek

Elective II Organizational Development

Course workload	:	4 Credits consisting of 60 sessions
Examination	:	One paper of 3 hours durations and carrying 100 marks
Objectives	:	To familiarize the students with the emerging trends of Organizational Development
Pedagogy	:	Lectures, case study discussions, assignments, Presentations (both group and individuals)

Module I : Introduction to Organizational Development- Defining OD- Important characteristics of OD- Values, Beliefs and Assumptions underlying the field of OD.

Module II : Foundations of Organizational Development- Models of Change Management-Systems Theory-Parallel Learning structure-Action Research.

Module III : Process of Organizational Development - Diagnosis- why diagnosis- Importance of correct diagnosis in success of OD- Six Box Model, 7S Framework, Organizational Iceberg Model, Force Field Analysis. OD Interventions- Introducing the term interventions- types of Interventions- Team, Third Party, Structural and Comprehensive. Team Interventions- What are Teams and Effective Teams-Stages of Team Development-Gestalt Approach-Role of Analysis Technique- Interdependency Exercise- Role Negotiation- Appreciations and Concern Exercise- Visioning-Responsibility Charting- Appreciative Inquiry.

Module IV: Structural Interventions- Socio- Technical systems as an intervention- work redesign- quality of work life- TQM- Re-engineering. Comprehensive Interventions- Grid OD- Confrontation Meeting.

Module V : OD Consultant- choosing the OD Consultant- Role of the OD Consultant-Competencies of the OD Consultant-Ethical issues in OD Consulting- Organizational power and politics and its impact on OD.

Text References:

- 1) Organization Development- French and Bell
- 2) Changing Organizations- Warren Bennis
- 3) Organizational Development – Vendell.L.French

