



K L University

(Koneru Lakshmaiah Education Foundation)

Deemed to be University, Estd. u/s 3 of UGC Act, 1956

Accredited by NAAC as 'A' Grade University * Approved by AICTE * ISO 9001-2008 Certified

Campus: Greenfields, Vaddeswaram - 522 502, Guntur District, Andhra Pradesh, INDIA.

Phones. +91-8645-246948, 246615 Fax: +91-8645-247249.

Admin Off: 29-35-35, Museum Road, Govemrpet, Vijayawada - 520 002. Ph:+91-866-2577715, Fax: +91-866-2577717.

K L U BUSINESS SCHOOL

DEPARTMENT ACADEMIC COMMITTEE MEETING

Minutes of the KLUBS Department Academic Committee Meeting held on 30th April, 2015 at EEE Block, KL University

S.NO.	Name	Designation
1	Dr.M.Kishore Babu	Professor & HOD - Chairman <i>Yes</i>
2	Dr. T Uma Maheswara Rao	Professor & Registrar, KLU - Member <i>T. Uma</i>
4	Dr. D Srinivasa Rao	Professor - Member <i>D. Srinivasa Rao</i>
5	Dr.P.Raja Babu	Associate Professor <i>P. Raja Babu</i>
6	Dr.A.V.S.Kamesh	Associate Professor <i>A.V.S.Kamesh</i>
7	Dr.V.Vijay Kumar Reddy	Assistant Professor <i>V.Vijay Kumar Reddy</i>
8	Mr.Bikas Mahanobilias	VC, reliance <i>Bikas Mahanobilias</i>
9	Dr.K.Raja Sekhar	VC,President(L&T) <i>Raja Sekhar</i>
10	Mr.Vijay Xavier	Vice President, Lowe Lintas <i>Vijay Xavier</i>
11	Mr.R.Seshadri	President ,Madison, India <i>R.Seshadri</i>
12	Mr.Solomon	Director,Wales University <i>Solomon</i>
13	Mr.Vikram Dsa	GM, Strategic Robotas,SAP <i>Vikram Dsa</i>

Dr. M. KISHORE BABU MBA, M.Phil, Ph.D.
Head, KLU Business School
K.L. University GUNTUR - 522 502 A.P.

Agenda:

1. To discuss the need for introduction of Functional Specialization courses in Business Analytics.
2. To propose the changes in curriculum of MBA, BBA & MBA-BBA Programs.
3. To propose changes in Pre-PhD courses of Management.
4. To start Centre for Excellence in Leadership Development.
5. Any other points with the permission of the DAC chairman

Minutes:

1. It is discussed and resolved to discontinue MBA (Technology Management) from Academic Year 2015-16 onwards as there are less placement opportunities for students.
2. Upon discussing the feedback from industry experts it is resolved to introduce functional Specialization courses in Business Analytics under the MBA Program **(Annexure I)**.
3. Committee also resolved that there is need to review and revise the syllabus of the following courses in MBA Program **(Annexure II)**
 - a) Quantitative Methods (15MB51C0) is revised to add advanced concepts relating to index numbers.
 - b) Indian Business Environment (15MB51C1) is revised by the addition of the changes taking place in external and internal environment of business.
 - c) Marketing Management (15MB51C4) and Financial & Management Accounting (15MB51C3) were revised by adding emerging issues like Viral marketing, Neuroscience Marketing, Web Marketing (in Marketing Management) and budgetary control related concepts (Financial and Management Accounting).
 - d) IT for Managers (15ES120) is revised by the incorporation of concepts like MS Office.
 - e) Human Resource Management (15MB52C0) is revised by adding new trends in HRM.
 - f) Business Research Methodology (15MB52C2) is changed by the addition of advanced concepts in problem identification and data analysis.
 - g) Operations Management (15MB52C4) , Management Control Systems (15MB61C1) and Consumer Behaviour (15MB61M) and Customer Relationship Management (15MB 62M7) are revised by the addition of new concepts as per changing industry requirement.
 - h) Performance Management Systems (15MB61H0) and Training and Development (15MB61H1) Courses were revised in line with changing industry expectation.
 - i) Security Analysis and Portfolio Management (15MB61F1) is introduced by merging two courses ie. Security Analysis and Portfolio Management.



M. M. KENNEDY (ATTORNEY AT LAW)
HARRISBURG, PA.
AL. 10-17-68

Annexure 1

Course Title : Financial Analytics

Course Code : 15MB62F5

SEM IV/YEAR II

L-T-P : 2-1-0

CREDITS : 3

COURSE OBJECTIVES

- 1) To analyze and evaluate projects by the use of decision trees to motivate real options analysis with binomial trees and lattices.
- 2) To solve large and structured problems which are used extensively in business organizations
- 3) To support managerial decision making, analyze business and apply selected business analytics software.

COURSE OUTCOMES

After completion of this course, the student will be able to

1. Get better knowledge for implementation of decision trees analytics, cluster analysis and in business organizations.
2. Equip with required skills to take decisions under Risk and Uncertainty.
3. Perform sensitivity analysis for business growth and coming out with different decision models.

SYLLABUS

Foundations of Analytics: Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive- Project Management: Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation.Steps of decision-making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk –Sensitivity Analysis: Sensitivity analysis with data tables and with a tornado diagram, breakeven analysis with a spreadsheet using goal seeks, using the scenario manager for more complex scenarios. Monte Carlo Simulation-understand the basic concepts of Monte Carlo simulation using computer programs - Decision tree analysis-Design of Experiments: Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs (only theory).Estimating the Value of Information Regarding Project Uncertainties: Ability to determine when it is worthwhile to obtain information - Value of Information and Bayes Rule: An understanding of the concept of subjective probabilities, and the methods useful in assessing them. Cluster Analysis: Introduction – Visualization techniques – Principal components –Multidimensional scaling – Hierarchical clustering – Optimization techniques Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis Discriminate Analysis: Introduction – Linear discriminate analysis.Portfolio analysis, value at risk

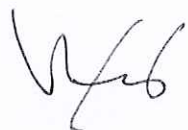
(VAR models), investment decisions, modeling commodity prices, valuing financial and real options. Valuing Real options with Risk Neutral Probabilities and Binomial Trees. The link between binomial trees and lattices-Optimization with solver: Learn to use the excel solver, develop the ability to understand and interpret linear programming problems.

RECOMMENDED TEXT BOOK

- E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.

REFERENCE BOOK

1. R. Mosimann, P. Mosimann, and M. Dussault, The Performance Manager: Proven Strategies for Turning Information into Higher Business Performance, Cognos Press, 2007, ISBN 978-0-9730124-1-5.



COURSE TITLE: HR ANALYTICS**COURSE CODE: 15MB62H7****Sem IV/ Year II****L-T-P : 3-0-0****Credits : 3****COURSE OBJECTIVES**

After learning this course you will be able to understand:

1. The role of business analytics in HR operations.
2. The concept of predictive management in HR.
3. To integrate HR services.

COURSE OUTCOMES

After completion of this course, the student will be able to

1. Gain expertise with HR metrics and analytics.
2. Improving HR processes by capability planning translated to practice.
3. Use of HCM 21 @ Model for enhanced staffing and retention.
4. Leveraging Human Capital Analytics in organizations.

SYLLABUS

INTRODUCTION TO PREDICTIVE ANALYTICS: What Is Analytics? – Introducing HCM – Toward Analytics and Prediction: The Language of Metrics and Analytics – Ascending the Value Ladder – The Power of Analytics – The Model for Predictive Management – Why Analytics Is Important? **THE HCM 21® MODEL** – Market Scanning, Managing the Risk – Improving HR Processes – The New Face of Workforce Planning – Capability Planning into Practice – Process Analysis for Human Resources – A Broader Future View – The Integration of HR Services – Turning Data into Business Intelligence - How to Interpret the Data ? **THE HCM 21® MODEL IN PRACTICE:** Impacting Productivity and the Bottom Line – Leveraging Human Capital Analytics – Predictive Management – Working a Mission-Critical Problem – Predictive Analytics for Enhanced Staffing and Retention. **FUTURE OF HR ANALYTICS:** What Analytics Can Deliver for Organizations – Thought Drives Action – Still Evolving – Views of the Future: Human Capital Analytics.

RECOMMENDED TEXT BOOK

Jac Fitz-enz, (2010), The new HR analytics: predicting the economic value of your company's human capital investments, American Management Association, New York.

REFERENCE BOOKS

1. Tracey Smith, (2013) HR Analytics: The What, Why and How..., CreateSpace Independent Publishing Platform
2. Jac Fitz-enz (Author), John Mattox II, (2014), Predictive Analytics for Human Resources (Wiley and SAS Business Series) , Wiley; 1 edition.
1. Laurie Bassi, Rob Carpenter & Dan McMurrer, (2012), HR Analytics Handbook, McBassi & Company.



Annexure-II
Quantitative Methods

COURSE CODE: 10MB51C0

L-T-P: 3-0-0

PREREQUISITE: NIL

CREDITS:3

Co. No.	Course Outcome's	PO	BTL
1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	a	2
2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	a,g	1
3	Employ appropriate mathematical tools to solve problems	g	2
4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	g	2

SYLLABUS

Unit I: Introduction: Measures of Central Tendency, Measures of dispersion. Definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables. Probability distributions: Binomial, Poisson, Uniform and Nominal distributions.

Unit II: Sampling Distribution and Estimation: Sampling: Introduction to sampling, types of sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

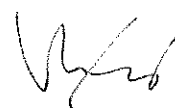
Unit III: Testing of Hypothesis: Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank Test.

Unit IV: Correlation, Regression, Index Numbers and Time Series Analysis: Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index. Growth Rates: Various types.

Unit V: Operations Research For Decision Making: Operations Research Approach and Managerial Decision Making, Models in operations Research: Linear Programming: Model formulation. Solution of LP Problems: Graphic Method and Duality Problem. Transportation Models: different methods of solving transportation problems. Assignment Problems: Decision Tree Analysis.

Recommended Text Book(s):

1. Levin R.I. and Rubin D.S., Statistics for Management. 7th edition. Pearson Education, 2010.
2. Anderson D.R. Sweeney D.J. and Williams T. A. Statistics for business and economics. 8th edition. Thomson (South — Western) Asia, Singapore. 2007.
3. S.D.Sharma, Operations Research and Statistical Analysis, Kedarnath, Ramnath&Co.



4. Operation Research by KantiSwarup, Gupta and Manmohan, S. Chand & Co.

Reference Books

1. Guptha. S.C and KapoorV.K: Fundamentals of Mathematical Statistics. 11th edition. SulthanChand. 2010.
2. Aczel A.D. and Spimderamdoam J., Complete Business Statistics, 8th edition. Tata McGraw – Hill.

Revised syllabus

QUANTITATIVE METHODS

Course Code: 15MB51C0

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	a	2
CO 2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	a,g	1
CO 3	Employ appropriate mathematical tools to solve problems	g	2
CO 4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	g	2

SYLLABUS

Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson, Uniform and Normal distributions. Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. **Estimation and Hypothesis Testing:** Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size. Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations, ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank Test. **Correlation and Regression:** Correlation, Regression. Correlation Analysis: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients. **Index Numbers and Time Series Analysis:** Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. **Index Numbers:** Unweight and Weighted Index numbers – Laspeyre's, Paasche's Index numbers and Fisher's Ideal index. Base Shifting and Splicing; Growth Rates: AGR and CAGR.

RECOMMENDED TEXT BOOK

Levin R.I. and Rubin D.S., Statistics for Management. 7th edition. Pearson Education, 2010.



REFERENCE BOOKS

1. Anderson D.R. Sweeney D.J. and Williams T. A. Statistics for business and economics. 11th edition. Thomson (South — Western) Asia, Singapore. 2010.
2. Gupta. S.C and Kapoor V.K: Fundamentals of Mathematical Statistics. 11th edition. Sulthan Chand. 2010.
3. Aczel A.D. and Sounderpandyan J., Complete Business Statistics, 8th edition. Tata McGraw – Hill, 2008.

Indian Business Environment

COURSE CODE: 10MB51C1

L-T-P: 3-0-0

PREREQUISITE: NIL

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Outline various components of Business Environment.	b	1
2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.	b	1
3	Apply the knowledge to analyze the current situations and take prudent decisions	c	2
4	Identify, distinguish and present the various facts and uniqueness of the any component of the business environment	c	2

SYLLABUS

Unit I: Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring.

Unit II: Economic environment of business: Significance and Elements of Economic Environment; Economic Systems and Business Environment; Economic Planning in India; Government Policies: Industrial Policy, Fiscal Policy, Foreign Trade Policy; Economic Reforms, Liberalization, Privatization & Globalization (LPG) and Structural Adjustment Programs.

Unit III: Political and Legal environment of business: Critical elements of Political Environment; Government and Business; Changing dimensions of Legal Environment in India; MRTP & FEMA and Licensing Policy; Consumer Protection Act.

Unit IV: Socio – Cultural and Technological environment: Critical Elements of Socio – Cultural Environment; Consumerism in India; Technological Environment in India; Social Audit, Policy on Research and Development; Patent laws; Technology transfer.

Unit V: International and Recent Issues in environment: Multinational Corporations; Foreign collaborations and Indian business; Nonresident Indians and Corporate Sector. Public sector reforms, Consortiums.

Learning Support:

a) Recommended Text Book(s):

1. Justin Paul, Business Environment Text and Cases, 3e TMH.

b) Reference books:

1. ShaikSaleem, Business Environment, 2E, Pearson.

c) Journals to be referred:

1. **Indian economic journal** (available in KLU digital Library LINK:

<http://www.indianeconomics.org/>

2. **Asian journal of business management** (Link:

<http://www.maxwellsci.com/jp/j2p.php?jid=AJBM>)

**REVISED SYLLABUS
INDIAN BUSINESS ENVIRONMENT**

Course Code: 15MB51C1

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Outline various components of Business Environment	b	1
CO 2	Recognize, distinguish, paraphrase, and explain the impact of business environment on business activities	b	1
CO 3	Apply the knowledge to analyze the current situations and take prudent decisions	c	2
CO 4	Identify, distinguish and present the various facts and uniqueness of the any component of the business environment	c	2

SYLLABUS

Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, **Economic Environment of Business:** Significance and Elements of Economic Environment; Economic Systems, India as an Emerging Economy, India as a Mixed Economy, Economic Planning in India; **Government Policies:** Industrial Policy, Fiscal Policy, Monetary Policy, Foreign Trade Policy; Economic Reforms, Liberalization, Privatization & Globalization (LPG) and Structural Adjustment Programs, Banking Sector Reforms in India, Narasimham Committee Recommendations on Banking Sector Reforms, Raghuram C Rajan committee Recommendations on Financial Sector Reforms. **Political and Legal Environment of Business:** Critical elements of Political Environment; Government and Business; Changing dimensions of Legal Environment in India; MRTP & FEMA and Licensing Policy; Consumer Protection Act **Socio – Cultural and Technological Environment:** Critical Elements of Socio – Cultural Environment; Consumerism in India; Technological Environment in India; Social Audit, Policy on Research and Development; Patent laws; Technology transfer. **Women and Business: National Policy for the Empowerment of Women, 2001,** Bill to make workplace safer for Indian women, Nirbhaya Act. **International and Recent Issues in environment:** Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and Corporate Sector. Public sector reforms, Consortiums, BRICS and India, The New Development Bank (NDB) by BRICS and AIIB: Economic Advantages of India.

RECOMMENDED TEXT BOOK

Justin Paul, Business Environment Text and Cases, 3e TMH.

REFERENCE BOOKS

1. ShaikSaleem, Business Environment, 2E, Pearson, 2010
2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K &Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.

MARKETING MANAGEMENT

COURSE CODE: 10MB51C4

L-T-P: 3-0-0

PREREQUISITE: NIL

CREDITS: 3

COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Apply key marketing concepts, theories and techniques for analyzing a variety of marketing situations.	a	2
2	Implement marketing planning for STP, product related strategies	f	2
3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.	a	1
4	Apply conceptual frameworks of advance marketing practices and Enable them to secure work placements	f	2

SYLLABUS

Introduction to marketing, Core concepts of Marketing; Marketing Vs Selling; Marketing Orientations; Marketing Environment; Buyer Behaviour; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Strategies; New product pricing; Price adjustment strategies. Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication. Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing.

Learning Support:

Recommended Text Book(s):

1. Philip Kotler & Gary Armstrong, Prafulla Y Agnihotri – Principle of Marketing- South Asian Perspective 13/e, Pearson, New Delhi.

2. Reference Books:

1. V.S. Ramaswamy and S. Namakumari - Marketing Management Global perspective- Indian Context, 4th Edition, Mac Millan, New Delhi
2. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
3. Case Studies in Marketing - Indian context - R. Srinivas
4. Case study solutions - H. Kaushal

Revised Syllabus

MARKETING MANAGEMENT

Course Code: 15MB51C4

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Apply key marketing concepts, theories and techniques for analyzing a variety of marketing situations.	a	2
CO 2	Implement marketing planning for STP, product related strategies	f	2
CO 3	Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.	a	1
CO 4	Apply conceptual frameworks of advance marketing practices and Enable them to secure work placements	f	2


SYLLABUS

Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behaviour; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labelling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Strategies; New product pricing; Price adjustment strategies. Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication. Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing.

RECOMMENDED TEXT BOOK

1. Philip Kotler - Principles of Marketing – 15th Edition, 2014, Prentice Hall, New Delhi.

REFERENCE BOOKS



2. V. S. Ramaswamy and S. Namakumari- 3rded. Marketing Management, Prentice Hall, New Delhi.
 3. Kotler and Keller, Marketing Management, 13th Edition, PHI New Delhi
 4. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
 5. Philip Kotler& Gary Armstrong - Marketing Management, Prentice Hall
 6. Case Studies in Marketing - Indian context - R. Srinivas, TMH, New Delhi
 7. Marketing Management - RajanSaxena, TMH, New Delhi
- Case: IIM – Ahmedabad case data bank.

FINANCIAL AND MANAGEMENT ACCOUNTING

COURSE CODE: 10MB51C3

L-T-P: 2-1-0

PREREQUISITE:NIL

CREDITS: 3

COURSE OUTCOMES:

Co . No.	Course Outcome's	PO	BTL
1	To understand the accounting process in business.	a	1
2	To gain a knowledge on application of concepts and principles in preparing	f	1
3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	a	3
4	To analyze the financial statements and evaluate the decisions for better investment.	f	2

SYLLABUS

Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger – Trial Balance – Subsidiary Books – Cash Book.


Final Accounts: Trading and Profit & Loss Account - Balance Sheet with Adjustments **(Problems)** - Methods of Depreciation. Cost Accounting: Meaning and Objective of Cost Accounting – Cost Sheet - Marginal Costing **(Problems)** – Break-even Analysis **(Problems)** - Budgetary Control-Objective and Essentials of Budgetary Control System, Kinds of Functional Budgets - Variance Analysis. Financial Statement Analysis: Meaning and Functions of Management Accounting - Fund Flow Analysis **(Problems)** - Cash Flow Analysis **(Problems)** – Ratio Analysis **(Problems)**. Contemporary Issues in Accounting: Social Accounting - Human Resource Accounting - Inflation Accounting - Forensic Accounting - Reporting- Objective and Types; Accounting Practices in Overseas.

Recommended Text Book(s):

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi .

Reference Books:

1. Colin Drury, "Cost& Management Accounting " by Cengage Publishing
2. Horngren,HarrisonJr.Oliver, "Financial & Management Accounting by PHI



3. S N Maheshwari, "Accounting for Management", Vikas Publishing House, 2009

Journals to Be Referred:

- Contemporary Accounting Research (1.735)
- Accounting Review (A journal of American Accounting Research)
- Financial Management (1.297)
- Financial Analyst Journal

Revised Syllabus
FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code: 15MB51C3

Prerequisite: NIL

L-T-P: 2-2-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	To understand the accounting process in business.	a	1
CO 2	To gain a knowledge on application of concepts and principles in preparing	f	1
CO 3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	a	3
CO 4	To analyze the financial statements and evaluate the decisions for better investment.	f	2

SYLLABUS

Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger – Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems) - Methods of Depreciation.- Ratio Analysis ; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II. **Cost and Management Accounting:** Meaning and Objective of Cost Accounting – Cost Sheet - Types of Costing – Contract costing, operating costing – Practical problems- Marginal Costing (Problems) – Break-even Analysis (Problems) - Budgetary Control-Objective and Essentials of Budgetary Control System, Kinds of Functional Budgets - Variance Analysis. Formats :Banking Accounts , Insurance Accounts and Electricity Accounts; Partnership , Amalgamation & Buyback of shares, holding company accounts.

RECOMMENDED TEXT BOOK

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi.

REFERENCE BOOKS

1. Horngren,HarrisonJr.Oliver, "Financial & Management Accounting by PHI
2. Colin Drury,"Cost& Management Accounting " by Cengage Publishing

**REVISED SYLLABUS
IT FOR MANAGERS**

Course Code: 15ES120

Prerequisite: NIL

L-T-P: 2-0-2

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Learn the basic use of computer hardware, software and MIS.	b	1
CO 2	Apply the knowledge of networks and information security for effective e-commerce business.	b	2
CO 3	Manage and analyze business communication with effective use of Word and Excel.	g	2
CO 4	Create business databases and dashboards using MS-Excel and MS-Access applications.	g	3

SYLLABUS

Introduction to Computers- Types of Input and Output devices- Computer Hardware and Software; Operating Systems; MIS basic concept; MIS in Business; Role of MIS; Information System Development – Concepts; Building IS ; Information System in Business; Organizational Systems; Information Systems in Functional Areas; Managing information systems Computer Communication Networks; E commerce concepts; E-Commerce business Models; E-Marketing; E-Marketing channels; IS Security. MS-Word - Introduction to Word Processing: Identifying the components of document window, Standard & Formatting Toolbars, Create, Open, Save documents ,Editing Text in Documents; Viewing & Formatting Documents. MS-Power Point - Creating & opening presentations, slide layout, animation schemes to slides; MS-Excel – worksheets, Cell Referencing, Functions & Formulas, Chart. MS-Access - Creating & Managing Databases: Create tables, Managing Data in Access: Forms - Creating Forms, Data entry on Form; Working with reports;

RECOMMENDED TEXT BOOK

1. Alexis Leon & Matthews Leon, "Introduction to Computers with MS Office 2000", Tata McGraw-Hill.

REFERENCE BOOKS

1. Information Technology for Management, Ramesh Behl -Tata McGraw Hill Pvt ltd.
2. Fundamentals of Computers – V Rajaraman - Tata McGraw Hill Pvt ltd.
3. Information Technology for Management, Henry C Lucas -Tata McGraw Hill Pvt ltd.



3. Horngren, Harrison Jr. Oliver, "Financial & Management Accounting by PHI
4. S N Maheshwari, "Accounting for Management", Vikas Publishing House, 2009.

IT for Managers

COURSE CODE: 10MB51K6

L-T-P: 2-0-2

PREREQUISITE: NIL

CREDITS: 4

Co. No.	Course Outcome's	PO	BTL
1	Understand the key terms, definitions, and concepts of Information Systems	b	1
2	Analyze the role of IS in organizations.	b	2
3	Evaluate the IS structures and types.	g	2
4	Design the IS tools using MS Excel and Access for basic data management in organizations.	g	3

SYLLABUS

Unit I: Introduction to Computers- Types of Input and Output devices- Computer Hardware and Software; Information System (IS) Concepts; Information Technology for Information System.

Unit II: Operating systems; MS Office: MS Word – MS PowerPoint – MS Excel .

Unit III: Microsoft Access – Database Management, Creating database, Working with Forms, Queries, Reports.

Unit IV: Information System Development – Concepts; Building IS ; Information System in Business; Organizational Systems; Information Systems in Functional Areas; Managing information systems

Unit V: Computer Communication Networks – Internet and E commerce; IS Security; Current Developments.

Learning Support:

a) Recommended Text Book:

1. Alexis Leon & Matthews Leon, "Introduction to Computers with MS Office 2000", Tata McGraw-Hill.

b) Reference books:

1. Information Technology for Management, Ramesh Behl -Tata McGraw Hill Pvt Ltd.
2. Fundamentals of Computers – V Rajaraman - Tata McGraw Hill Pvt Ltd.
3. Information Technology for Management, Henry C Lucas -Tata McGraw Hill Pvt Ltd.

c) Journals to be referred:

1. Journal for IT Education.
2. Indian Journal for Information Science and Technology.
3. Indian Journal for Computing Technology.
4. Oriental Journal of Computing Science and Technology.
5. Computer User.

Human Resource Management

COURSE CODE:10MB52C0

L-T-P: 3-0-0

PREREQUISITE:NIL

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Integrated perspective on role of HRM in modern business	c	1
2	Ability to plan human resources and implement techniques of job design	e	2
3	Competency to recruit, train, and appraise the performance of employees	e	2
4	Rational design of compensation and salary administration and ability to handle employee issues	c,e	2

SYLLABUS

Unit-I: Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment.

Unit-II: Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design.

Unit-III: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal.

Unit-IV: Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration.

Unit-V: Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy.

Learning Support:

a) Recommended Text Book:

1. Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2008.

b) Reference books:

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, The McGraw Hill Pub, 2007
2. Flippo, Edwin B., Personnel Management, Tata McGraw Hill Publishing Co, 2007, New Delhi.
3. H. John Bernardin, Human Resource Management, McGraw Hill Pub, 2007.
4. John M Ivancevich, Human Resource Management, McGraw Hill Pub, 2007.
5. Louis & Gomitz Mejia et. al: Managing Human Resources, Pearson Education, 2007.
6. K. Aswathappa, Human Resource Management, Tata McGraw Hill, 2009.
7. T.V. Rao, Appraising and developing managerial performance, Excel, 2001.

c) Journals to be referred:

1. Human Resource Management Review
2. Research & Practice in Human Resource Management
3. Human Resource Management Journal
4. International Journal of Human Resource Management
5. International Business Research
6. International Journal of Comparative Labour Law & Industrial Relations

**REVISED SYLLABUS
HUMAN RESOURCE MANAGEMENT**

Course Code: 15MB52C0

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Integrated perspective on role of HRM in modern business	c	1
CO 2	Ability to plan human resources and implement techniques of job design	e	2
CO 3	Competency to recruit, train, and appraise the performance of employees	e	2
CO 4	Rational design of compensation and salary administration and ability to handle employee issues	c,e	2

SYLLABUS

Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; **Manpower Planning:** Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. **HR Processes:** Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. **Governance:** Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. **New Trends in HRM:** HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS.

RECOMMENDED TEXT BOOK

Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

REFERENCE BOOKS

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8th Ed., The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7th Ed., Pearson Education, 2011.

Business Research Methodology

COURSE CODE: 10MB52C2

PREREQUISITE: NIL

CREDITS: 3

L-T-P: 3-0-0

Co. No.	Course Outcome's	PO	BTL
1	Understand and independently apply the research process to business problems.	g	1
2	Evaluate different statistical methods that are applicable to specific research problems.	g	3
3	Take data driven business decisions.	c	2
4	Analyze organizational data using software packages	c	2

SYLLABUS

Unit I: Introduction: Social Research. Definition and objectives of Research - Types of Business Research - Research process Defining research problem and Development of Research Hypothesis - Research design - Types - Sampling designs – Ethical issues in Social Research.

Unit II: Levels of Measurement and Data Base: Measurement Concepts: Levels of measurement. Criteria for good measurement. Database; Primary data and secondary data. Methods of collecting Primary data. Scaling Methods. Scaling of attitudes. Use of Statistical Software in data analysis: introduction to SPSS.

Unit III: Social Survey Methods: Survey Research and field Work: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management.

Unit IV: Data Processing and Analysis: Editing, Coding, Classification and Tabulation of data and general rules of tabulation Diagrammatic & Graphical presentation of data. Univariable Analysis. Measures of Central Tendency, Measures of dispersion. Appropriate Statistical methods for different levels of measurement. Descriptive analysis of Bivariate data. Stating a hypothesis and hypothesis testing.

Unit V: Research Report: Report Writing: Significance of report writing, Types of reports, steps in report writing. Layout of research report, Mechanics of report writing, precautions in research reporting. Presentation of the research report.

Recommended Text Book(s):

1. William G. Zikmund: Business Research Methods, Cengage Learning.
2. C.R Kothari: Research Methodology Methods & Techniques. 2/e VishwaPrakashan, 2009.

Reference books:

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods. 8/e TMH, 2009.
2. Moser and Kalton; Survey Methods in Social Investigation Second edition. ELBS
3. Gaur: Statistical Methods for Practice and Research. Sage Publication, 2009.

4. Bhandarkar & Wikinson: Methodology and Techniques of Social Research, Himalaya.
5. Dipak Kumar Bhattacharya: Research Methodology, Excel Books. 2009.
6. Deepak Chawla & Neena Sondhi: Research Methodology, Vikas Publishing House, 2011.

c) **Journals to be referred:**

1. Journal of Accounting and Business Research.
2. Journal of Marketing Research.
3. Journal of Business Research.
4. Journal of Consumer Research

REVISED SYLLABUS

BUSINESS RESEARCH METHODOLOGY

Course Code: 15MB52C2

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Understand and independently apply the research process to business problems.	g	1
CO 2	Evaluate different statistical methods that are applicable to specific research problems.	g	3
CO 3	Take data driven business decisions.	c	2
CO 4	Analyze organizational data using software packages	c	2

SYLLABUS

Introduction to Scientific Research: Science and Scientific Research –History of Scientific Research- Types of Scientific Research – Research process – Defining Research Problem and Development of Research Hypothesis –Review of Literature: role and methods- Research design – Types - Ethical issues in Social Research. **Thinking like a Researcher:** Unit of study -Study population- Concepts and Variables; Propositions, Hypotheses and Theories- Levels of measurement of variables: Scaling of attitudes. Reliability and validity of scales. **Data Collection and Processing.** Plan for data collection; Census Vs Sampling- Sampling Design -Sample size determination; Types of data; Primary Vs Secondary Data - Primary Data : media used to communicate with respondents: Questionnaire, Interviews, Observation-Selection of an appropriate survey research design - Data Processing Editing, Coding, Classification and Tabulation of data- Introduction to SPSS. **Data Analysis and Report Writing:** Explorative Data analysis: Graphs and Diagrammatic presentation of data :Descriptive data analysis: Univariate and Bivariate Data Analysis-Confirmative Data Analysis - Stating hypothesis and hypothesis testing- Report Writing: steps in report writing, Mechanics of report writing, precautions in research reporting.

RECOMMENDED TEXT BOOK

1. William G. Zikmund : Business Research Methods, 8th edition, 2010, Cengage Learning.

REFERENCE BOOKS

1. Alan Bryman and Emma Bell : 'Business Research Methods, Third Edition, 2011, OUP.

2. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
3. C.R Kothari: Research Methodology: Methods & Techniques, 2/e, VishwaPrakashan, 2009.
4. Moser and Kalton: Survey Methods in Social Investigation, Second edition, ELBS.
5. Gaur: Statistical Methods for Practice and Research, Sage Publication, 2009.
6. DipakKumar.Bhattacharya: Research Methodology, Excel Books, 2009).

Operations Management

COURSE CODE: 10MB52C4

PREREQUISITE: NIL CREDITS: 3

L-T-P: 3-0-0

Co. No.	Course Outcome's	PO	BTL
1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	d	1
2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput, quality, and customer service	d	1
3	Optimize the use of resources which include: people, plant, equipment, tools, inventory, premises and information systems	g	2
4	Make the best use of computers to achieve maximum efficiency, especially in the planning and control of operations.	g	2

SYLLABUS

Unit – I: Introduction to operations management: Overview of operations management, functions of operations manager, types of production processes and their suitability, just in time production, manufacturing operations versus service operations.

Unit–II: Production planning and control: steps/levels in production planning and Control; strategic planning, aggregate planning, shop floor planning, planning devices-Gantt chart, Master production schedule, PERT/CPM.

Unit – III: Plant Location And Layout: factors influencing facility location decision, location modeling, factors influencing layout decision, facility layout modeling, types of material handling equipment and their purposes.

Unit – IV: Productivity: Factors affecting productivity, job design, work study, work measurement, Ergonomics, Kaizen.

Unit – V: Materials and Quality Management: costs associated with inventory, Economic order quantity, acceptance sampling, Control charts, Six sigma, TQM.

Learning Support:

a) Recommended Text Book:

Norman Gaither and Greg Frazier (2008)-Operations Management, 9th international student edition, South western, Thomson learning Inc.

b) Reference books:

1. Chase et. al., Production and Operations Management.
2. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
3. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.

c) Journals to be referred:

- Journal of Operations management
- International Journal of Operations and Production Management
- Strategic Operations Management
- International Journal of Management Science
- IUP Journal of Operations Management
- Manufacturing and Service Operations Management



**REVISED SYLLABUS
OPERATIONS MANAGEMENT**

Course Code: 15MB52C4

Prerequisite: NIL

L-T-P: 3-0 -0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	d	1
CO 2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput, quality, and customer service	d	1
CO 3	Optimize the use of resources which include: people, plant, equipment, tools, inventory, premises and information systems	g	2
CO 4	Make the best use of computers to achieve maximum efficiency, especially in the planning and control of operations	g	2

SYLLABUS

Introduction: An overview of Operations Management-Introduction and Overview-Operations Management Strategy framework-Understanding similarities and difference among Products, Goods and Services-Historical Evolution of Operations Management-Changes & Challenges-**Product development:** Operations strategy- Product Strategy and Integrated Product Development- Process Strategy- Capacity Planning Decisions- Facilities Location Strategies.**System Design**-Facilities Layout and Material Handling Strategy-Group Technology-Flexible Manufacturing System- Project Management-CPM PERT.**Productivity & Quality Tools**-Productivity Concepts-Quality Circle-Kaizen-Value Analysis and Value Engineering-Total Quality Management- Statistical Quality Control- Maintenance Planning and Control (Reliability, availability, maintainability)-Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts. **Planning and Managing Operations**- Demand Forecasting-Supply Chain Management-Purchasing, Vendor Selection and Material Management-Inventory Management & Just-in-Time Systems-Materials Requirement Planning, Job Sequencing-Transportation problems-Assignment problems. **Advanced Operations Management**-Service Operations Management – ERP – Lean systems – Constraint management (TOC) – Computer Integrated Manufacturing – DSS for Operations Management

RECOMMENDED TEXT BOOK

Norman Gaither and Greg Frazier (2008)-Operations Management, 9th International Student Edition, South Western, Thomson Learning Inc.



REFERENCE BOOKS

1. Chase et al, Production and Operations Management.
2. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
3. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.
4. Nigel Slack, Stuart Chambers and Robert Johnston, Operations Management, fourth edition, Pearson.

Vy/b

Management Control Systems

COURSE CODE: 10MB61C1

PREREQUISITE: NIL

CREDITS: 3

L-T-P: 3-0-0

Co. No.	Course Outcome's	PO	BTL
1	Acquire knowledge and skills to excel in the area of management control systems.	b	1
2	Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.	b	1
3	Make the students to apply different management styles in the organization for an efficient and effective control.	b,g	2

SYLLABUS

Unit I: Fundamentals of Management Control: Nature of Management Control Systems – Basic concepts – Boundaries of Management Control – Impact of the Internet on Management Control – Management control environment – Understanding strategies – Concept of strategies – Corporate level strategies – Business unit strategies.

Unit II: Organizational structure and Management control: Behaviour in organizations- Goal congruence – Informal factors that influence goal congruence – Formal control systems- Types of organizations – Functions of the controller – Performance measurement – Difficulties in implementing performance measurement systems – interactive control – Management compensation – Characteristics of incentive compensation plans – Incentives for business unit manager – Agency theory.

Unit III: Strategic Planning and Management Control: Responsibility centers – Revenue centers – Expenses centers- Administrative and support centers – Research and Development centers – Marketing centers- Profit centers- General considerations- - Business units as profit centers – Other profit centers- Measuring profitability – Transfer pricing – Objectives of transfer prices – Transfer pricing methods- Pricing corporate services – Administration of transfer prices – Measuring and controlling asset employed – Structure of the analysis – Measuring assets employed – EVA vs ROI – Additional considerations in evaluating managers – Evaluating the economic performance of the entity.

Unit IV: Management control process: Strategic planning – Nature of strategic planning – Analyzing proposed new programs- Analyzing ongoing programs – strategic planning process – Budget preparation – Nature of a budget- Other budgets – Budget preparation process – Behavioral aspects- Quantitative techniques- Analyzing financial performance reports – Calculating variances – Variations in practice- Limitations on variance analysis.

Unit V: Variations in Management control: Controls for differentiated strategies – Corporate strategies – Business unit strategy – Top management style- Service organizations – Service

organizations in general, professional service organizations, Financial service organizations, Health care organizations, Non-profit organizations, Multinational organizations – Cultural differences- Transfer pricing – Exchange rates- Management control of projects – Nature of projects – The control environment – Project planning, project execution and evaluation.

Learning Support:

a) Recommended Text Book(s):

1. Robert N Anthony and Vijay Govindarajan, Management Control Systems, The McGraw-Hill, 12th edition, 2010.

b) Reference Books:

1. Maciariello, J A and Kirby C J. Management Control System. Prentice Hall of India, New Delhi.
2. Sharma Subhash, Management Control System, Tata McGraw Hill Publishing Co., New Delhi.

c) Journals to be referred:

1. Journal of Management Control.
2. Strategic Management Journal.
3. Harvard Business Review.
4. Journal of International Academy for Case Studies.
5. Vikalpa.
6. Decision.

REVISED SYLLABUS

MANAGEMENT CONTROL SYSTEMS

Course Code: 15MB61C1

Prerequisite: NIL

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	The students will be able to evaluate corporate and unit strategies in the organization by the end of the semester	a	1
CO 2	Analyse various types of organizations and evaluation of various plans in the organization	a	1
CO 3	Design, evaluate, recommend, and submit budget reports to the top management.	a	2
CO4	Execution and evaluation of projects with the help of Management control system	a	2

SYLLABUS

Fundamentals of Management Control: Nature of Management Control Systems – Basic concepts – Boundaries of Management Control – Impact of the Internet on Management Control

– Management control environment- Goal congruence – Informal factors that influence goal congruence – Formal control systems- types of organizations – Functions of the controller – Performance measurement – Difficulties in implementing performance measurement systems – interactive control. **Strategic Planning and Management Control:** Responsibility centers – Revenue centers – Expenses centers- Administrative and support centers – Research and Development centers – Marketing centers- Profit centers- General considerations- - Business units as profit centers – Other profit centers- Measuring profitability – Transfer pricing – Objectives of transfer prices – Transfer pricing methods- Pricing corporate services – Administration of transfer prices. **Management control process:** Strategic planning – Nature of strategic planning – Analyzing proposed new programs- Analyzing ongoing programs – strategic planning process – Understanding strategies – Concept of strategies – Corporate level strategies – Business unit strategies. Budget preparation – Nature of a budget- Other budgets – Budget preparation process – Behavioral aspects- Quantitative techniques- Calculating variances – Variations in practice- Limitations on variance analysis. **Variations in Management control:** Controls for differentiated strategies – Top management style- Service organizations – Service organizations in general, professional service organizations, Financial service organizations, Health care organizations, Non-profit organizations, Multinational organizations – Cultural differences

RECOMMENDED TEXT BOOK

Robert N Anthony and Vijay Govindarajan, **Management Control Systems**, The McGraw-Hill, New Delhi, 12th edition, 2010.

REFERENCE BOOKS

1. Maciariello, J A and Kirby C J. **Management Control System**. Prentice Hall of India, New Delhi.
2. Sharma Subhash, **Management Control System**, Tata McGraw Hill Publishing Co., New Delhi

Consumer Behaviour

COURSE CODE: 10MB61M0

L-T-P: 3-0-0

PREREQUISITE: Marketing Management

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Apply concepts used in the study of consumer behavior.	d,e,f	2
2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	e,f	2
3	Create better marketing programs and strategies basing on the knowledge of consumer behavior	f	2
4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.	d	3

SYLLABUS

Unit I: Introduction to Consumer Behaviour: Introduction – Need for understanding Consumer Behaviour – Nature and Characteristics of Indian Consumer – Changing Patterns of Indian Consumer Behaviour – Factors Influencing Consumer Behaviour – Basic Model of Consumer Decision Making Process.

Unit II: The Consumer as an Individual: Consumer Motivation – Personality and Consumer Behaviour – Consumer Perception – Learning – Consumer attitude formation and Change – Communication and Consumer Behaviour.

Unit III: Consumers in their Social and Cultural settings: Culture – Sub-Culture – Family – Social Class – Influence on Consumer Behaviour – Reference Groups

Unit IV: Consumer Decision Making Process: Problem Recognition – Search for Information and Evaluation – Purchase Decision – Post Purchase Behaviour – Models of Consumer Behaviour – Diffusion of Innovation.

Unit V: Consumerism – Consumer Protection Act – Customer Relationship Management – Life Style Marketing – VALS.

Learning Support:

a) Recommended Text Book:

1. Leon G Schiffman and Kanuk, Consumer Behaviour ISBN – 13; 978-0135053010, PHI - New Delhi, 10th Edition

b) Reference books:

1. Consumer Behaviour; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Consumer Behaviour: Insights from Indian Market – RamanujMajundar – PHI

REVISED SYLLABUS CONSUMER BEHAVIOUR

Course Code: 15MB61M0

Prerequisite: 15MB51C4

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Apply concepts used in the study of consumer behavior.	d,e,f	2
CO 2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	e,f	2
CO3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour	f	2
CO4	Create better marketing programs and strategies basing on the knowledge of consumer behavior.	d	3

SYLLABUS

Introduction to Consumer Behavior: Introduction – Need for understanding Consumer Behavior – Customer Value, Satisfaction and Retention – Nature and Characteristics of Indian Consumer – Changing Patterns of Indian Consumer Behaviour – Factors Influencing Consumer Behavior – Basic Model of Consumer Decision Making Process - Problem Recognition – Search for Information and Evaluation – Purchase Decision – Post Purchase Behavior. **The Consumer as an Individual:** Consumer Motivation – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer attitude formation and Change – Communication and Consumer Behavior. **Consumers in their Social and Cultural settings:** Culture – Sub-Culture – Family buying decision – Family Life Cycle – Roles of Family members – Social Class – Life Style Profiles– Reference Groups. **Consumer Decision Making Process:** Models of Consumer Behavior – Nicosia Model, Howard and Sheth Model, Engel – Kollat – Blackwell Model, Sheth-Newman- Gross Model – Diffusion of Innovation – Consumerism – Online Consumer Behavior.

RECOMMENDED TEXT BOOK

1. Leon G Schiffman, Kanuk and S Ramesh Kumar, Consumer Behavior ISBN: 978-81-317-3156-7, Pearson - 10th Edition

REFERENCE BOOKS

1. Consumer Behavior; Concepts and Applications – Loudon and Bitta – 4th Edition, TMH
2. Consumer Behavior: Insights from Indian Market – RamanujMajundar – PHI

Training and Development

COURSE CODE: 10MB61H1

L-T-P: 3-0-0

PREREQUISITE: Human Resource Management

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Understand basic concepts associated with learning process, learning theories, training and development;	e,f	1
2	Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;	f	1
3	Emerging trends in training and development; and	e	2
4	Relevance and usefulness of training expertise in the organizational work environment.	e	1

SYLLABUS

Unit I: Introduction to Training – Rationale for training, culture and other Scontests, Training process training needs assessment , components of training needs analysis , sources of data for training needs analysis.

Unit II: Learning – Principles of Learning, Conditions for effective learning, the learning cycle, learning process, the learning curve.

Unit III: Design of Training Programme – Principles of training design, Training design process, outlining programmed sequences and themes, Approaches to programmed design .

Unit IV: Implementation of training Programme – Training delivery competencies, Trainers and training styles, Trainers role, trainers skills, post training support for improved performance at work; training methods, training methods compared with objectives; training aids.

Unit V: Training Evaluation – Stages of evaluation, Different evaluation models, Donald Kirkpatrick's evaluation model; Recent trends in training and development.

4) Learning Support:

a) Recommended Text Book(s)

1. Rolf P Lynton and Udai Pareek, "Training for Development" 2nd Edn, Vistaar Publications, 2009.

b) Reference books:

1. Raymond A Noe, "Employee Training and Development", 4/e, Tata McGraw Hill Publications, 2008.
2. Rao. P.L., "Enriching Human Capital through Training and Development", Excel Books, 2008.
3. Naik, G.P., "Training and Development: Text, Research and Cases", Excel Books, 2007.
4. Sahu R K, "Training for Development", Excel Books, New Delhi, 2009.

c) Journals

1. International Journal of Training & Development
2. Training & Development Journal
3. Journal of European Industrial Training
4. Advances in Developing Human Resources
5. Indian society for Training and Development
6. National HRD Netwrk.

REVISED SYLLABUS

TRAINING AND DEVELOPMENT

Course Code: 15MB61H1

Prerequisite: 15MB52C0

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Understand basic concepts associated with learning process, learning theories, training and development;	e,f	1
CO 2	Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;	f	1
CO 3	Analyze emerging trends in training and development; and	e	2

Vy-6

CO 4	Relevance and usefulness of training expertise in the organizational work environment.	e	1
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SYLLABUS

Introduction to Training – Rationale for Training, Culture and Other Contexts, Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment. Learning Theories – Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Programme – Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design. Implementation of Training Programme – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Training Methods, Training Methods Compared with Objectives; Training Aids. Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity; The Future of Training and Development: Use of new Technologies for Training Delivery, Emphasis on Speed in Design, Focus on Content and Use of Multiple Delivery Methods, Use of Training Partnerships and Outsourcing Training.

RECOMMENDED TEXT BOOK

. Noe A. Raymond, "Employee Training and Development", Tata McGraw Hill Publications.

REFERENCE BOOKS

1. Lynton P. Rolf & Pareek, Udai, "Training for Development", Vistaar Publications.
2. Rao. P. L., "Enriching Human Capital through Training and Development", Excel Books.
2. Naik, G. P., "Training and Development: Text, Research and Cases", Excel Books.
3. Sahu R. K., "Training for Development", Excel Books, New Delhi.
4. Taylor B. & Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
5. Deb, Tapomoy, "Training & Development: Concepts & Applications", Ane Books.



PERFORMANCE MANAGEMENT SYSTEM

COURSE CODE: 10MB61H0

L-T-P: 3-0-0

PREREQUISITE: Human Resource Management

CREDITS: 3

COURSE OUTCOMES:

Co. No.	Course Outcome's	PO	BTL
1	Identifying the elements and describe the purpose of a performance management system	b	2
2	Outline the process of designing and implementing a performance management system	b	2
3	Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools	f	1
4	Developing and implementing performance consultation.	f	3

SYLLABUS

Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance dimensions, performance management process, performance management and strategic planning, Performance Appraisal & Potential Appraisal. **Performance appraisal system implementation:** approaches to measuring performance, diagnosing the causes of poor performance, Measuring results and behaviors, gathering performance information, implementing performance management system. **Conducting Staff Appraisals:** Introduction, need, skills required, the role of the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation, present thoughts & future directions. **Performance management techniques:** Competency mapping as a performance management tool, Balanced Score card and its applications, 360° feedback, Assessment centers, performance linked career planning, Performance feedback, counseling & coaching.

Reward system – Types of rewards, designing reward system, Total reward strategies, Characteristics of an effective performance reward plan. Managing Team Performance.

Performance Consulting: Concept, the need for performance consulting, role of the performance consulting, designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department.

a. Text Books:

1. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
2. Performance Management, Herman Aguinis, Pearson Education, 2008.

b. Reference Books:

1. Michael Armstrong, A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page, 2006.

2. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting : Moving Beyond Training, Berrett Koehler, 1996.
 3. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
 4. Earl M. A., Carter Frank, A. McMahon, Improving Employee Performance through Workplace Coaching - A Practical Guide To Performance Management, Kogan Page, 2005.
 5. PremChadha, Performance Management, Macmillan India Ltd, New Delhi, 2007.
- c. **Journals**
1. International Journal of Human Resource Management
 2. Human Resource Management Review.
 3. Academy of Management Review
 4. Journal of Management Studies
 5. Journal of Managerial Psychology



Revised Syllabus
PERFORMANCE MANAGEMENT SYSTEMS

Course Code: 15MB61H0

Prerequisite: 15MB52C0

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Identifying the elements and describe the purpose of a performance management system	B	2
CO 2	Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools	B	2
CO 3	Outline the process of designing and implementing a performance management system	F	1
CO 4	Developing and implementing performance consultation	F	3

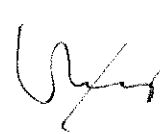
SYLLABUS

Introduction: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning, **Performance Management system implementation:** Determinants of performance, performance dimensions, measuring performance; Measuring results and behaviors, **Gathering performance information:** appraisal forms, characteristics of appraisal forms; determining overall rating. **Implementing performance management system:** preparation, communication plan; training programs; pilot testing; monitoring and evaluation. **Performance management techniques:** Competency mapping as a performance management tool, 360° feedback Performance Appraisal & Potential Appraisal, Assessment centers, Performance feedback, counseling & coaching; coaching styles. **Reward system** – Types of rewards, designing reward system, Total reward strategies, Characteristics of an effective performance reward plan; Managing Team Performance. **Performance Consulting:** Concept, the need for performance consulting, role of the performance consulting, designing and using performance relationship maps, contracting for performance consulting services, organizing performance improvement department.

RECOMMENDED TEXT BOOKS

Performance Management, Herman Aguinis, Pearson Education, 2008.

REFERENCE BOOKS



1. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
2. Michael Armstrong, A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page, 2006.
3. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.
4. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
5. Earl M. A., Carter Frank, A. McMahon, Improving Employee Performance through Workplace Coaching - A Practical Guide To Performance Management, Kogan Page, 2005.
6. PremChadha, Performance Management, Macmillan India Ltd, New Delhi, 2007.

Security Analysis

COURSE CODE: 10MB61F1

PREREQUISITE: Financial Management

CREDITS: 3

L-T-P: 3-0-0

Co. No.	Course Outcome's	PO	BTL
1	Explored to different avenues of investment.	b,f	1
2	Equipped with the knowledge of security analysis.	b,g	1
3	Apply the concept of portfolio management for the better investment.	f	2
4	Invest in less risk and more return securities.	g	2

SYLLABUS

Unit I: Investment: Nature of Investment Objectives-Process of Investment- Investment Environment- Investment Avenues -Securities Trading- Recent Developments in Stock Market.

Unit II: Concept of Risk and Return- Risk Return Trade-off-Components of Investment Risk – Measurement of Risk and Return – Calculation of Expected Return and Risk.

Unit III: Valuation of Securities: Approaches of Valuation- Common Stock Valuation- Preference Share Valuation-Valuation of Debt Instruments- Risk Management in Bonds- Bond Duration.

Unit IV: Security Analysis: Fundamental analysis- Economy analysis- Industry analysis- Company analysis.

Unit V Security Analysis: Technical Analysis: Tools and Methods of Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Technical Indicators. Efficient Market Hypothesis.

Learning Support:

a) Recommended Text Book(s):

1. Prasanna Chandra., Investment Analysis and Portfolio Management, TaTaMcGraw Hill Publications, New Delhi, 2008.
2. A.Fisher, Donald E. and Ronald J.Jordan., Security Analysis and Portfolio Management, Prentice Hall Of India, New Delhi, 2010.

Reference Books

1. Bhalla V.K., Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi, 2010.
2. Ranganathan. M. &Madhumathi.R., Investment Analysis and Portfolio Management, Person Education, New Delhi, 2005.
3. Kevin.S., Security Analysis and Portfolio Management, PHI, New Delhi, 2008.

REVISED SYLLABUS

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 15MB61F1

Prerequisite: 15MB52C1

L-T-P: 2-2-0

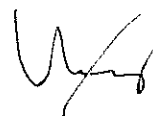
Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Explored to different avenues of investment.	b,f	1
CO 2	Equipped with the knowledge of security analysis.	b,g	1
CO 3	Apply the concept of portfolio management for the better investment.	f	2
CO 4	Student will be able to invest in less risk and more return securities.	g	2

SYLLABUS

Investment: Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment- Investment Avenues -Securities Trading- Recent Developments in Stock Market.**Fundamental and Technical Analysis:** Economy analysis- Industry analysis- Company analysis.Meaning of Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Market Indicators-Technical vs Fundamental Analysis- Efficient Market Hypothesis (EMH).**Portfolio Management and Portfolio analysis:** : Meaning of Portfolio Management-Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager. Meaning of portfolio analysis- Risk and Return of Portfolio-diversification-Portfolios with more than two securities .**Portfolio selection, Portfolio Revision and Evaluation:** Selection of optimal Portfolio-Pricing of securities with CAPM.-: Need for Revision-Meaning of portfolio Revision-Portfolio Revision strategies-Need for Evaluation-Evaluation perspective-meaning of Portfolio Evaluation- Measuring portfolio Return



-Risk Adjusted Returns- Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition.

RECOMMENDED TEXT BOOK

Bhalla. V.K. Investment Management: Security Analysis and Portfolio Management, Sultan Chand, 2010, 7th Edition, New Delhi.

REFERENCE BOOKS

1. S. Kevin, Security analysis and Portfolio Management, PHI, 2010, 2nd Edition, New Delhi.
2. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI,
3. Reilly, Brown: "Analysis of Investments and Management of Portfolios", Cengage Learning, New Delhi, 2013
4. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi, 2013
5. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
6. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments".Schaum's Outline Series, TMH, New Delhi,
7. Preeti Singh, "Investment Management", Himalaya Publishing House. New Delhi. JNTUK Master of Business Administration 57
8. Peter L. Bernstein and AswathDamodaran, "Investment Management", Wiley Frontiers in Finance.
9. Shashi and Rosy: "Security Analysis and Portfolio Management Investment Management", Kalyani Publishers, New Delhi 3rd ed.
10. DhaneshKhatri, "Investment Management and Security Analysis;Text and Cases", Macmillan Publishers. New Delhi, 2011
11. SudhindraBhat, "Security Analysis and Portfolio Management", Excel Books.32
12. PunithavathyPandian, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi.

Financial Services and Markets

COURSE CODE: 10MB61F0

L-T-P: 3-0-0

PREREQUISITE: Financial Management CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Understand the role and function of the financial system in reference to the macro economy.	a	1
2	Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.	a	1
3	Evaluate and create strategies to promote financial products and services.	f	3
4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.	f	3

SYLLABUS

Unit I: Financial Services: Financial system and markets, Nature and scope of financial services, financial intermediation, and Regulatory framework for financial services.

Unit II: Asset Financing Services: Leasing, Hire-purchase, Debt securitization, Housing finance, Inter-corporate loans.

Unit III: Merchant banking services: Issue market and other services, corporate advisory services, Market making process, SEBI guidelines on merchant banking.

Unit IV: Financial market operations: Stock exchange operations, Stock broking services, Role of portfolio managers and registrars, Mutual funds, Regulations of SEBI on mutual fund operations.

Unit V: Allied financial services: Venture capital, Insurance services, Factoring, Forfaiting, Discounting, Depository system, Custodian and custodial services, Credit rating, Credit cards.

Learning Support:

a) Recommended Text Book(s):

1. Clifford Gomez Financial Markets, Institutions and Services, PHI, Eastern Economy Edition, ISSN No: 9788120335370, 2011

b) Reference Books:

1. L.M.BHOLE, Financial Institutions & Markets, Structure, growth & innovations-, 9780070587991, TMH 4e, 2010.
2. Anthony Saunders & Marcia Millon Cornett, Financial Markets & Institutions, 97807063581, TMH 2010.
3. Meirkohn, Financial Institutions and Markets-9780195683264, Oxford University Press 2/e 2010.

REVISED SYLLABUS FINANCIAL SERVICES AND MARKETS

Course Code: 15MB61F0

Prerequisite: 15MB52C1

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Understand features of the current structure and regulation of the Indian financial services sector.	a	1
CO 2	Demonstrate an awareness of the variety of financial	a	1

	instruments.		
CO 3	Critically evaluate the role and function of the financial system in reference to the macro economy.	f	3
CO4	Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.	a	3

SYLLABUS:

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms. **Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. **Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India, Debt Securitisation – Concept and Application – De-mat Services - need and Operations-role of NSDL and CSDL. **Allied Financial Services:** Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, – Factoring – Forfaiting -.Discounting.

Case Studies: Five to seven Case studies will be discussed covering various topics.

RECOMMENDED TEXT BOOK

Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

REFERENCE BOOKS

1. M Y Khan, "Financial Services", TMH, 7th edition
2. Ravi M. Kishore, "Financial Management", Taxmann's, 6th edition.
3. Bhole. L.M. and JitendraMahakud "Financial Institutions & Markets – Structure, Growth & Innovations", TMH 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, " Financial Markets & Institutions", TMH, 5th edition.

Customer Relationship Management

Course Code: 10MB62M7

L-T-P: 3-0-0

PREREQUISITE: Marketing Management

Credits: 3

Co. No.	Course Outcome's	PO	BTL
1	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	d	2
2	Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.	c,d	2
3	Implement various technological tools for data mining and also successful implementation of CRM in the Organizations	d	2
4	Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.	d	3

SYLLABUS

Unit I: Emerging Concepts in Customer Relationship Management:

Conceptual Framework of Customer Relationship Management ; Effective Customer Relation Management through Customer Knowledge Management; CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy

Unit II: Technological Tools for CRM

Data Mining for CRM - Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; e-CRM - Deriving Value of Customer Relationship;

Unit III: Relationship Management in B2B Commerce

Customer Loyalty in B-to-B Commerce; Value and Stability of Cooperative Buyer-Seller Relationships in Industrial Markets; The Global Account Manager as Political-Entrepreneur; Cross-border B2B Relationships with Intermediaries.

Unit IV: CRM in Services

Supply-Demand Mismatches and their impact on CRM; Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationships through Call Centers in Banking and Financial Services; Introduction of e-CRM in the Indian Insurance Sector Customer.

Unit V: Implementing CRM

Implementing a Technology Based CRM Solution; Optimal Allocation Rules for Customer Relationship Management; Measuring the Effectiveness of Relationship Marketing; Decision Metrics for CRM Solutions; The Past, Present and Future of CRM; Call centre management

Recommended Text Book:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.

Reference Books:

2. The CRM Handbook: A Business Guide to Customer Relationship Management by Jill Dyche 1st Edition, Boston: Addison Wesley, 2002.
3. Harvard Business Review on Customer Relationship Management, 2001, 1st Edition by C K Prahalad et al., HBR School Press 2002.
4. Customer Relationship Management by Ed Peelen, 1st Edition Pearson Education 2005

REVISED SYLLABUS

CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 15MB62M7

Prerequisite: 15MB51C4

L-T-P: 3-0-0

Credits: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Apply the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	d	2
CO 2	Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.	c,d	2
CO 3	Implement various technological tools for data mining and also successful implementation of CRM in the Organizations	d	2

CO 4	Design customer relationship management strategies by understanding customers' preferences for the long-term sustainability of the Organizations.	d	3
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SYLLABUS

Emerging Concepts in Customer Relationship Management: CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

CRM as a Business Strategy : CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.**Technological Tools for CRM and Implementation :**Data Mining for CRM - Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.**CRM in Services :**Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM;

RECOMMENDED TEXT BOOK

Jagdish N Sheth, ParvatiyarAtul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008

REFERENCE BOOKS

- 1.Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education
- 2.H.PeeruMohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House
- 3.Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012
- 4.The CRM Handbook: A Business Guide to Customer Relationship Management by Jill Dyche 1st Edition, Boston: Addison Wesley, 2002.
- 5.Harvard Business Review on Customer Relationship Management, 2001, 1st Edition by C K Prahlad et al., HBR School Press 2002.
- 6.Customer Relationship Management by Ed Peelen, 1st Edition Pearson Education 2005

Annexure-III

BBA PROGRAM
Introduction to Information Technology

COURSE CODE: 12BB11K2

PREREQUISITE: NIL

L-T-P: 1-0-4

CREDITS: 5

e	Course Outcome's	PO	BTL
1	Understand the basic use of computer hardware and software, networks, and the Internet in the workplace and apply the acquired skills and concepts in the professional assignments.	e	1
2	Apply the knowledge of networks for effective business operations expansions.	e	1
3	Manage and analyze business communication with effective use of Word and Excel.	e	2
4	Create business databases and dashboards using MS-Excel and MS-Access applications.	e	3

SYLLABUS

Unit I: Introduction to computers- Overview, Computers for Individual users, Computers for organizations, Computers in society; Components of a Computer-Hardware: Processing Devices, Memory Devices, I/O Devices, Storage Devices, Software: System software, Applications Software, Data & users; Introduction to Windows-Creating, saving, deleting, and renaming a file in windows platform.

Unit II: MS-Word - Introduction to Word Processing: Identifying the components of document window, Standard & Formatting Toolbars, Create, Open, Save documents ,Editing Text in Documents; Viewing & Formatting Documents.

Unit III: MS-Power Point - Creating & opening presentations, slide layout, animation schemes to slides; MS-Excel – worksheets, Cell Referencing, Functions & Formulas, Chart.

Unit IV: MS-Access - Creating & Managing Databases: Create tables, Managing Data in Access: Forms - Creating Forms, Data entry on Form; Working with reports; MS-Projects

Unit V: Networks: Introduction to Networks-Overview, Types of Networks; Concepts of Internet-Overview, Applications of Internet, ECommerce.

a) RECOMMENDED TEXT BOOK(s):

1. Peter Norton," Introduction to Computers", Tata McGraw-Hill, 6th Edition.

b) REFERENCE BOOKS

1. Information Technology for Management, Ramesh Behl -Tata McGraw Hill Pvt Ltd.
2. Alexis Leon, Mathews Leon," Introduction to Computers with MS-Office 2000", Tata McGraw-Hill, 2006

c) JOURNALS TO BE REFERRED:

1. Journal for IT Education.
2. Indian Journal for Information Science and Technology.
3. Indian Journal for Computing Technology.

4. Oriental Journal of Computing Science and Technology.
5. Computer User.

REVISED SYLLABUS

INTRODUCTION TO INFORMATION TECHNOLOGY

Course Code: 15ES119

L-T-P : 1-0-4

Prerequisite: Nil

CREDITS: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Understand the basic use of computer hardware and software, networks, and the Internet in the workplace and apply the acquired skills and concepts in the professional assignments.	e	1
CO 2	Apply the knowledge of networks for effective business operations expansions.	e	1
CO 3	Analyze business communication with effective use of Word and Excel.	e	2
CO 4	Create business databases and dashboards using MS-Excel and MS-Access applications.	e	3

SYLLABUS

Introduction to computers- Overview, Computers for Individual users, Computers for organizations, Computers in society; Components of a Computer-Hardware: Processing Devices, Memory Devices, I/O Devices, Storage Devices; Networks: Introduction to Networks-Overview, Types of Networks; Concepts of Internet-Overview, Applications of Internet, E-Commerce. MS-Word - Introduction to Word Processing: Identifying the components of document window, Standard & Formatting Toolbars, Create, Open, Save documents, Editing Text in Documents; Viewing & Formatting Documents. MS-Power Point - Creating & opening presentations, slide layout, animation schemes to slides; MS-Excel – worksheets, Cell Referencing, Functions & Formulas, Chart. MS-Access - Creating & Managing Databases: Create tables, Managing Data in Access: Forms - Creating Forms, Data entry on Form; Working with reports;

LEARNING SUPPORT:

a) Recommended TextBook:

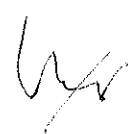
2. Peter Norton, "Introduction to Computers", Tata McGraw-Hill, 6th Edition.

b) Reference books:

4. Information Technology for Management, Ramesh Behl -Tata McGraw Hill Pvt ltd.
5. Alexis Leon, Mathews Leon, "Introduction to Computers with MS-Office 2000", Tata McGraw-Hill, 2006

c) Journals to be referred:

1. Journal For IT Education



2. Indian Journal for Information Science and Technology
3. Indian Journal for Computing Technology
4. Oriental Journal of Computing Science and Technology
5. Computer User

PERSPECTIVES OF MANAGEMENT

COURSE CODE: 12BB11C4

L-T-P: 3-0-0

PREREQUISITE: NIL

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Apply the key management concepts along with an insight into skills and functions of managers	a	2
2	Implement various tools and processes used in planning	a	2
3	Develop hands on in-depth knowledge and insight into organization and staffing related Issues.	a	3
4	Analyze the link between planning and controlling, and the various means of directing, controlling thereby developing the ability to resolve managerial issues and problems.	a	2

SYLLABUS

Unit I: Introduction: Concept, Nature, Scope and functions of Management, Levels of Management, Systems approach to Organization, Modern Organization Theory.

Unit II: Management planning process, planning objectives and Characteristics, Hierarchies of Planning, the concept and techniques of forecasting.

Unit III: Organization meaning, Importance and principles, Departmentalization, Span of Control, Types of Organization, Authority, delegation of Authority

Unit IV: Staff meaning, Job Analysis, manpower Planning, Recruitment, transfers and promotions, Appraisals, Management development job Rotation, Training, Rewards and recognition.

Unit V: Directing and control Motivation, Coordination Communication, Directing and Management Control, Decision Making, Management by Objectives (MBO) the concept and relevance, process of Management control, Techniques of Management control.

a) RECOMMENDED TEXT BOOK(s):

1. Management by James A.F stoner, R. Edward Freeman, and Daniel R. Gilbert Jr- Prentice hall publications.

b) REFERENCE BOOKS

1. Essentials of Management by Harold Koontz and Heinz weirich – Tata mc Graw hill.
2. Principles and Practice of Management by L.M. Prasad- Sultan & Chand sons.
3. Human Resource and Personal management by K.Aswathappa.

Revised Syllabus

PERSPECTIVES OF MANAGEMENT

Course Code: 15BB11C4

L-T-P : 3-0-0

PREREQUISITE:Nil

CREDITS : 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Apply the key management concepts along with an insight into skills and functions of managers	a	2
CO 2	Implement various tools and processes used in planning	a	2
CO 3	Develop hands on in-depth knowledge and insight into organization and staffing related Issues	a	3
CO 4	Analyze the link between planning and controlling, and the various means of directing, controlling thereby developing the ability to resolve managerial issues and problems.	a	2

SYLLABUS

Introduction: Concept, Nature and functions of Management, Levels of Management; An overview of functional areas of Management; Types of managers, Managerial roles, skills and functions; Evolution of Management Theory: Scientific Management approach, Behavioural approach, Systems approach to Organization, Contingency approach. **Planning** : Management planning process, planning objectives and Characteristics, Hierarchies of Planning, the concept and techniques of forecasting, Decision Making, Management by Objectives (MBO). **Organizing and Staffing** :Organization meaning, Importance and principles, Departmentalization, Span of Control, Types of Organizations, Authority and Responsibility, delegation of Authority; Staffing: Meaning, Manpower Planning, Recruitment, Selection, Training and Development, Compensation, Performance Appraisal, Promotion and transfer. **Directing and Controlling:** Motivation, Leadership, Communication, Co-ordination; controlling: Management Control, process of Management control, Techniques of Management control.

a) Recommended Text Book(s):

1. Management by James A.F stoner, R. Edward Freeman, and Daniel R. Gilbert Jr- Prentice hall publications.

b) Reference Books:

1. Essentials of Management by Harold Koontz and Heinz weirich – Tata mc Graw hill.
2. Principles and Practice of Management by L.M. Prasad- Sultan & Chand sons.
3. Human Resource and Personal management by K.Aswathappa.

HUMAN SKILLS

COURSE CODE: 12BB11C3

PREREQUISITE: NIL

L-T-P: 3-0-0

CREDITS: 3

Co. No.	Course Outcome's	PO	BTL
1	Make enhanced use of basic abilities in organizational scenarios and self-analysis	h,i,j	1
2	Make appropriate use of Interpersonal Skills in Business world	i	2
3	Make appropriate use of social skills for better team roles in business organizations.	h,j	2
4	Developing contemporary managerial skills to succeed in the modern business world	j	3

SYLLABUS

Unit I: Basics of Human Skills: Introduction to Human skills, Types of human skills – Reading, Writing, Listening, and Speaking. Basic abilities – Muscular, sensor, mental, social and conceptual. Use of basic abilities in organizational life.- Understanding self and others through Johari Window- Journey of self-discovery. Analysis of strength and weakness and Goal setting.

Unit II: Human Attitudes, Values and Personality: Attitudes, Concept, components of attitudes. The attitude formation process-**Values** - Importance of values, sources of values, five universal values (Truth, Righteous conducts, Peace, Love, Non-violence) & sub values-**Personality** – Meaning- Aspects of personality, Development of personality: Erikson's eight life stages, Jung's Personality Theory.

Unit III: Communication skills-Presentation Skills: Importance of Presentation Skills, Capturing Data, Voice & Picture Integration, Guidelines to make Presentation Interesting, Body Language, Voice Modulation, Audience Awareness, Presentation Plan, Visual Aids, Forms of Layout, and Styles of Presentation-**Oral Communication:** Giving speeches and oral presentation, preparing to speak, developing formal speech, extempore speech.

Unit IV: Group Discussion & Interview Preparation: Group Discussion & Presentation: Definition, Process, Guidelines, Helpful Expressions, Evaluation-Interview Preparation: Types of Interview, Preparing for the Interviews, Attending the Interview, Interview Process, Employers Expectations, General Etiquette, Dressing Sense, Postures & Gestures

Unit V: New Skills in Management: Creative style – Emotional Intelligence – Leadership skills, sports mental skills, conflict management, stress management, Team role skills critical thinking skills, computing skills. **Interpersonal skills** - role playing, Behavior modeling, sensitivity Training.

a) RECOMMENDED TEXT BOOK(s)

1. Stephen P. Robbins Timothy Judge, Organizational Behavior, Prentice Hall; 13th edition, 2012
2. E.H. McGrath., Basic Managerial Skills for All, Prentice Hall of India Ltd., 9th Edition, 2006
3. Clifford T. Morgan and Richard A. King, Introduction to Psychology, Tata McGraw Hil, 7th Edition, 2012
4. Barun K Mitra, Personality Development and Soft Skills, Oxford University Press, 2012
5. Kevin Gallaher, Skills Development for Business and Management Students, Oxford University Press.



Revised Syllabus

HUMAN SKILLS

Course Code: 15HS110

PREREQUISITE: Nil

L-T-P: 3-0-0

CREDITS: 3

COURSE OUTCOMES

CO NO	COURSE OUTCOME'S	SO	BTL
CO 1	Enhanced use of basic abilities in organizational scenarios and self-analysis	h,i,j	1
CO 2	Appropriate use of Written and Oral Communication in Business world	i	2
CO 3	Preparation to succeed in Group Discussion and Personal Interview	h,j	2
CO 4	Development of interpersonal skills to succeed in the modern business world	j	3

SYLLUBUS

BASICS OF HUMAN SKILLS: Introduction to Human skills, Types of human skills – Reading, Writing, Listening, and Speaking. Basic abilities – Muscular, sensor, mental, social and conceptual. Use of basic abilities in organizational life- Understanding self and others through Johari Window- Journey of self-discovery. Analysis of strength and weakness. Goal settings to overcome weakness

PRESENTATION SKILLS: Importance of Presentation Skills, Capturing Data, Voice & Picture Integration, Guidelines to make Presentation Interesting, Body Language, Voice Modulation, Audience Awareness, Presentation Plan, Visual Aids, Forms of Layout, and Styles of Presentation

GROUP DISCUSSION & INTERVIEW PREPARATION: Group Discussion & Presentation: Definition, Process, Guidelines, Helpful Expressions, Evaluation-Interview Preparation: Types of Interview, Preparing for the Interviews, Attending the Interview, Interview Process, Employers Expectations, General Etiquette, Dressing Sense, Postures & Gestures

NEW SKILLS IN MANAGEMENT: CREATIVE STYLE – Emotional Intelligence – Leadership skills, sports mental skills, conflict management, stress management, Team role skills. **Interpersonal skills -** Meaning, Methods used to develop interpersonal skills - role playing, Behavior modeling, sensitivity Training, Transactions Analysis

TEXT BOOKS

1. E.H. McGrath., Basic Managerial Skills for All, Prentice Hall of India Ltd., 9th Edition, 2006

REFERENCES:

1. Barun K Mitra, Personality Development and Soft Skills, Oxford University Press, 2012
2. Kevin Gallaher, Skills Development for Business and Management Students, Oxford University Press, 2012

BUSINESS ANALYTICS

COURSE CODE: 12BB51C1

PREREQUISITE: NIL

SYLLABUS

L-T-P: 2-2-0

CREDITS: 4

Unit I - Business Analytics – Introduction, Growth & Challenges, Types of Business Analytics, Domain Specific Analytics – Marketing, HR, Finance, Retail, Healthcare, Insurance, Banking, Financial Services, Telecom, Pricing and Supply Chain Analytics.

Unit II - Importance of Data in Organizations, Databases & Systems in Organizations, Types of Data, Data Sources, Quality and Classification, Missing Data, Data Mining & Management Techniques.

Unit III- Descriptive Statistics – Frequency Distributions, Mean, Median, Mode, Standard Deviation, Z Scores, Range, Inter Quartile Range, Percentiles & Quartiles, Measure of Association – Covariance & Correlation.

Unit IV -Microsoft Excel Statistical Techniques – Computing Descriptive Statistics, Practice & Case Studies, Visualizing & Exploring Data through Charts & Graphs.

Unit V - Segmentation techniques - Cluster Analysis and Factor Analysis, Case Studies

RECOMMENDED TEXTBOOK

James.R.Evans, Business Analytics 2/e, Pearson ed.

REFERENCE BOOK

E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.

REVISED SYLLABUS BUSINESS ANALYTICS

COURSE CODE: 15BB51C1

PREREQUISITE: NIL

SYLLABUS

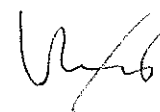
L-T-P: 2-2-0

CREDITS: 4

Unit I - Business Analytics – Introduction, History and importance of Business Analytics. Growth & Challenges, Types of Business Analytics, Domain Specific Analytics – Marketing, HR, Finance, Retail, Healthcare, Insurance, Banking, Financial Services, Telecom, Pricing and Supply Chain Analytics. Role of analytics in enhancing problem solving ability.

Unit II - Importance of Data in Organizations, Databases & Systems in Organizations, Types of Data, Data Sources, Quality and Classification, Missing Data, Data Mining & Management Techniques.

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WJH

ANNEXURE IV

Old Syllabus INTRODUCTION TO ORGANIZATION

Unit I: The Structure of Organizations:

*Legitimate Authority and Bureaucracy – Does Con-text Determine Form? – The Modern Corporation – The Transnational Organization – The **project** form Organization*

Unit II: The Organization and Its Environment:

Mechanistic and Organism Structures – High-performing Organizations in Three Environments – The Design and Management of Externally Controlled Organizations – Organizational Fit – The Population Ecology of Or-ganizations –Leadership and Organization: Do American Theories of Organization Apply Abroad?

Unit III: Management and Decision-making:

Principles of Management – Scientific Management – The Manager's Job: Folklore and Fact – Power Failure in Management Cir-cuits – The Technology of Foolishness. People in Organizations: Hawthorne and the Western Electric Company – The Motivation-Hygiene Theory – Career Anchors – Enacted Sense-- making in Crisis Situations – Defensive Routines

Unit IV: Organizational Change and Learning:

Institutional Isomorphism – Context and Ac-tion in the Transformation of the Firm – Building Learning Organizations – Imaginization: On Spider Plants – Creating the Curious Corporation

Unit V: Further Work:

The Means of Correct Training – Modernist and Post-Modernist Or-ganization – Making Fast Strategic Decisions in High-Velocity Environments – Contingency Fit and Performance

Textbook:

1. *Organization Theory : Selected Classic Readings By Derek S. Pugh, Penguin Group, Fifth edition 2007*

Revised Syllabus
INTRODUCTION TO ORGANIZATION

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Legitimate Authority and Bureaucracy – Does Con-text Determine Form? – The Modern Corporation – The Transnational Organization – The Virtual Organization

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The Means of Correct Training – Modernist and Post-Modernist Or-ganization – Making Fast Strategic Decisions in High-Velocity Environments – Contingency Fit and Performance

Textbook:

2. *Organization Theory : Selected Classic Readings By Derek S. Pugh, Penguin Group, Fifth edition 2007*



Old Syllabus
HUMAN RESOURCE DEVELOPMENT

Unit I: Foundations of Human Resource Development:

Origin of HRD, relationship between HRM and HRD/Training. HRD structure and functions, Role and competencies of HRD professionals, Challenges to HRD professionals, a frame work for the HRD process, Assessing HRD Needs. Globalisation challenge to HRD .

Unit II: Designing Training:

Needs assessment, learning theories and program design, individual differences in the learning process, learning strategies and styles, Training Evaluation, Training and development methods.

Unit-III: Organization development :

Organisation development Theories and concepts, designing an Intervention strategy, types of interventions, Emerging concepts Kaizen, Benchmarking, TQM, Learning Organisation, HRD diversity: organisational culture, cross cultural education and training programs, HRD programs for culturally diverse employees Socialization.

Unit IV: Strategies for Advancing HRD:

Schools of Strategic Thinking, The strategic Roles of HRD, Adopting a Strategic HRD Perspective, Scenario Building plus Strategic planing. Accountability in HRD: The program Evaluation Approach to accountability, the matrices Approach to accountability.

Unit V: Career management and development:

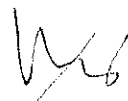
Introduction, defining career concepts, stages of life and career development, models of career development, the process of career management, roles in career management, career development practices and activities, issues in career development.

Recommended Text Book(s):

1. Noe, A Raymond, Employee Training and Development, (2010), Irwin Mc Graw-Hill, U.S.A.
2. Foundations of Human Resource Development By Richard A. Swanson, Elwood F. Holton, Ed Holton, Berrett-koebler Publishers (2001).
3. Werner and Desimone, Human Resource Development, Cengage learning, 2006

Reference Books:

1. PC Tripathi, Human Resource Development, Sulthan chand & sons
2. TV Rao, HRD Audit, Sage Publications, New Delhi, 2000.
3. Udai Pareek and TV Rao, Designing and Managing Human Resource Systems, Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi, 2003
4. Dharni Singh et al. (eds.), Aligning Human Resources Processes: Challenges of Development, Tata McGraw-Hill Publishing Company limited, New Delhi, 1996.



Revised Syllabus
HUMAN RESOURCE DEVELOPMENT

Unit I: Foundations of Human Resource Development:

Evolution of HRD, relationship between HRM and HRD/Training. HRD structure and functions, Role and competencies of HRD professionals, Challenges to HRD professionals, a frame work for the HRD process, Assessing HRD Needs. Globalisation challenge to HRD and Technology challenge to HRD.

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Old Syllabus
MARKETING MANAGEMENT

Pre Ph D Syllabus

Unit I:

Introduction to marketing, Philosophy of marketing , Core concepts of Marketing; Marketing Vs Selling; Marketing Orientations; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors.

Unit II:

Market Segmentation and pricing, Targeting and Positioning strategies; Marketing Mix; The product, New Product Development, Product Life Cycle, Product Mix decisions, Branding, Packaging and Labeling. Factors influencing Price – five “C”s, Pricing policies; New product pricing.

Unit III:

Marketing Research: Need for market research ,types of marketing research ,stages of marketing research, Marketing environment , customer value proposition, Non segmented markets, purpose of segmentation and market entry, target market selection , stages of target marketing analysis business markets, analyzing consumer markets.

Unit IV:

Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication.

Unit V:

Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, New product options and development. Learning Support:

Recommended Text Book(s):

1. Philip Kotler & Gary Armstrong, Prafulla Y Agnihotri – Principle of Marketing- South Asian Perspective 13/e, Pearson, New Delhi.


Reference Books:

1. V.S. Ramaswamy and S. Namakumari - Marketing Management Global perspective- Indian Context, 4th Edition, Mac Millan, New Delhi

2. Etzel, walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi 3.K.Karunakaran: Marketing Management ,Text and cases,Himalaya,2009

3. Case Studies in Marketing - Indian context - R. Srinivas

4. Case study solutions - H. Kaushal



Revised Syllabus
MARKETING MANAGEMENT

Pre Ph D Syllabus

Unit I:

Introduction to marketing, Core concepts of Marketing; Marketing Vs Selling; Marketing Orientations; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors.

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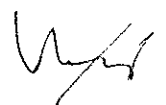
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7. Case Studies in Marketing - Indian context - R. Srinivas

8. Case study solutions - H. Kaushal



Old Syllabus
FINANCIAL MANAGEMENT

Unit I:

Nature and Scope of Financial Management- Goals & objectives of financial management, Role of Financial Manager -Concept of time value of money, Functions of financial manager.

Unit II:

Sources of long term and short term financing, Overview of Indian Stock Markets-Primary and secondary markets.

Unit III:

Capital Budgeting decisions: NPV- IRR - Risk analysis in capital budgeting. RADR, certainty equivalent, decision tree analysis.

Unit IV:

Capital structure decisions: capital structure theories -EBIT &EPS analysis – financial Leverage-Operating leverage - Cost of capital and WACC.

Unit V:

Dividend decisions: dividend models - dividend theories - Working capital – cash Management - Inventory Management – Receivables management.

Text Books:

1. Khan M. Y. & Jain P. K. – Financial Management
2. I.M Pandey – Financial Management Reference Books:
3. Anchor Stephen h., G. M. Choate, George Racette- Financial Management
4. Kohok- Advanced Financial Management
5. Prasanna Chandra- Fundamentals of Financial management.
6. Shrivastava R. M. – Financial Management & policy.
7. Bhalla V. K. – Financial Management & Policy.
8. Upadhyaya: Financial Management

**Revised Syllabus
FINANCIAL MANAGEMENT**

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14. Shrivastava R. M. – Financial Management & policy.

15. Bhalla V. K. – Financial Management & Policy.

16. Upadhyaya: Financial Management



Old syllabus
ORGANIZATION CHANGE AND DEVELOPMENT

Unit I:

Introduction to change, Overview of Change, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change, Models of Planned Change, Resistance to Organisational change, Managing Change through People, Dealing with Individuals, Dealing with groups , dealing with resistance.

Unit II:

Strategic Leverages to change: Organisational Restructuring, Reorganizing work Activities, process Oriented Strategies, competitor and customer oriented strategies, Managing organisational culture and change, organisational Mental Modes and Managing change.

Unit III:

Introduction to organization development: The field of organization development, definitions and historical overview of organization development values, assumptions, and beliefs in OD. Orientation and process.

Unit IV:

Theory and management of OD foundations of organization development managing the OD process, action research and organization development, action research: a process and an approach, examples of action research, organization development, concluding comments.

Unit V:

OD interventions: an overview of OD interventions, team interventions, intergroup and third – party peace making interventions, comprehensive OD interventions, structural interventions and the applicability of OD, training experiences, the future and organization development.

Reference books:

1. Management of Organisational Change: Leveraging Transformation, K. Harigopal, Response Books, A division of Sage Publications
2. Change Management concepts and applications, Dr. Radha Sharma, Tata Mc Graw Hill Publishing Company Limited. New Delhi.
3. Change Management , CSV. Murthy, Himalaya publishing House, Pvt Ltd
4. Organization development: Behavioural science interventions for organization improvement, 6/e, Wendell I. French, Cecil H. Bell, Jr.
5. Organisation Development principles, Process, Performance; Gary N. McLean; Berrett-Kohler Publications, Inc.



Revised syllabus
ORGANIZATION CHANGE AND DEVELOPMENT

Unit I:

Introduction to change, Overview of Change, Forces of Change, Types of Change, Theoretical Frameworks of Organisational Change, Models of Change, Resistance to Organisational change, Managing Change Through People, Dealing with Individuals, Dealing with groups.

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5. Organisation Development principles, Process, Performance; Gary N. McLean; Berrett-Kohler Publications, Inc.



Old Syllabus SUPPLY CHAIN MANAGEMENT

Unit – 1:

Introduction to supply chain, supply chain and its Objectives , Importance of supply chain, Decision phases in supply chain, Process view of supply chain, Drivers of supply chain.

Unit –II

Designing Distribution Networks, The role of distribution in the supply chain, Drivers of supply chain , Factors influencing distribution network, Design options for distribution Network, E-Business and the distribution network, Distribution channels for FMCG sector, Transportation issues, Factors influencing network design decisions, Models for facility location and Network optimization models.

Unit- III

Demand forecasting and Aggregate Planning, Methods & Characteristics of Demand , Forecasting , Forecasting techniques, Time series forecasting methods, Static forecasting method, Adaptive forecasting method, Measures of forecasting error. The role of Aggregate planning in SCM, Aggregate Planning strategies, Aggregate Planning using linear Programming, The Role of It in Aggregate planning, Implementing Aggregate planning in practice.

Unit–IV

Managing Inventories in Supply Chain, Cycle Inventory, Estimating cycle Inventory cost, Economies of scale to exploit fixed costs and , Quantity discounts, Short term discounting , Trade promotions , Safety Inventory in Supply chain uncertainties, The role of IT in Inventory Management, Estimating & Managing safety Inventory in Practice. E Business and the supply chain, Impact Internet on a supply chain, Revenue impact of E-Business. Types of E business, E Commerce, E procurement E collaboration, Implementing the E Business proposition

Unit – V

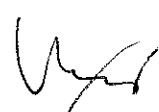
Transportation and Sourcing in SCM, Role of transportation in SCM, Transportation Infrastructure and policies, Design options for Transportation network and Trade offs, Risk Management Transportation decisions in practice, Sourcing in SCM, In house or out source, Third party and fourth party logistics. Returns management, Reverse logistics, Packaging return and reuse, Strategic return process. Contracts, Risks sharing and supply chain performance analysis, vendor analysis, the procurement process , Integrated Supply chain Management – Lack of coordination and the Bullwhip Effect, Obstacles to coordination in a supply chain building strategic partnership and trust within a supply chain

LEARNING SUPPORT:

a) Recommended Text Books:

1. Chopra, S, and P. Meindl, Supply chain Management – strategy Planning and operation, 4th Pearson Education Inc., 2010.
2. Raghuram, G. and N. Rangaraj, Logistics and supply chain Management: Cases and concepts, Macmillan, New Delhi, 2010.
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, designing and Managing the supply chain : Concepts, strategies and case studies, 2nd edition, Irwin, McGraw-Hill, 2003.
4. Shapiro, J., Modeling the supply chain, Duxbury Thomson Learning, 2001.

Revised Syllabus



SUPPLY CHAIN MANAGEMENT

Unit – 1:

Understanding the supply chain, What Is supply chain, Objectives & Importance of supply chain, Decision phases in supply chain, Process view of supply chain, Drivers of supply chain.

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Designing Distribution Networks, The role of distribution in the supply chain , Factors influencing distribution network, Design options for distribution Network, E-Business and the distribution network, Distribution channels for FMCG sector, Transportation issues, Factors influencing network design decisions, Models for facility location and Network optimization models.

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4.Shapiro, J., Modeling the supply chain, Duxbury Thomson Learning,2001.



Annexure 1/

Course Title : Financial Analytics

Course Code : 15MB62F5

SEM IV/YEAR II

L-T-P : 2-1-0

CREDITS : 3

COURSE OBJECTIVES

- 1) To analyze and evaluate projects by the use of decision trees to motivate real options analysis with binomial trees and lattices.
- 2) To solve large and structured problems which are used extensively in business organizations
- 3) To support managerial decision making, analyze business and apply selected business analytics software.

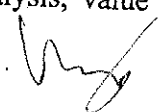
COURSE OUTCOMES

After completion of this course, the student will be able to

1. Get better knowledge for implementation of decision trees analytics, cluster analysis and in business organizations.
2. Equip with required skills to take decisions under Risk and Uncertainty.
3. Perform sensitivity analysis for business growth and coming out with different decision models.

SYLLABUS

Foundations of Analytics: Foundations of Analytics: Introduction – Evolution – Scope – Data for Analytics – Decision models – Descriptive, Predictive, Prescriptive- Project Management: Project Management: Introduction – Basic difference between PERT & CPM – Network components and precedence relationships – Critical path analysis – Project scheduling – Project time-cost trade off – Resource allocation. Steps of decision-making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk – Sensitivity Analysis: Sensitivity analysis with data tables and with a tornado diagram, breakeven analysis with a spreadsheet using goal seeks, using the scenario manager for more complex scenarios. Monte Carlo Simulation-understand the basic concepts of Monte Carlo simulation using computer programs - Decision tree analysis-Design of Experiments: Introduction – Simple comparative experiments – Single factor experiments – Introduction to factorial designs (only theory). Estimating the Value of Information Regarding Project Uncertainties: Ability to determine when it is worthwhile to obtain information - Value of Information and Bayes Rule: An understanding of the concept of subjective probabilities, and the methods useful in assessing them. Cluster Analysis: Introduction – Visualization techniques – Principal components – Multidimensional scaling – Hierarchical clustering – Optimization techniques Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis Discriminate Analysis: Introduction – Linear discriminate analysis. Portfolio analysis, value at risk



(VAR models), investment decisions, modeling commodity prices, valuing financial and real options. Valuing Real options with Risk Neutral Probabilities and Binomial Trees. The link between binomial trees and lattices-Optimization with solver: Learn to use the excel solver, develop the ability to understand and interpret linear programming problems.

RECOMMENDED TEXT BOOK

E. Turban, R. Sharda, J. Aronson, and D. King, Business Intelligence: A Managerial Approach, Pearson Prentice Hall, 2008, ISBN-13: 978-0-13-234761-7.

REFERENCE BOOK

1. R. Mosimann, P. Mosimann, and M. Dussault, The Performance Manager: Proven Strategies for Turning Information into Higher Business Performance, Cognos Press, 2007, ISBN 978-0-9730124-1-5.

