

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

RATHINAM INSTITUTE OF MANAGEMENT

DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

Rathinam Techzone, Pollachi Road, Eachanari, Coimbatore – 641021



Syllabus for

MASTER OF BUSINESS ADMINISTRATION

2015-2017 Batch

(Revised)

Approved in the PG – Management Studies BOS Meeting on 30-06-2016

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

Scheme of Curriculum for MBA

For the Batch admitted during 2015-2017

Sem.	Type	Course Code	Subject & Paper	Hrs Per Week	CIA	ESE	Max Marks	Exam Hour	Credits
III	C1	15MBA33A	Cost and Management Accounting	4	25	75	100	3	4
III	C2	15MBA33B	Corporate Governance & Business Ethics	3	25	75	100	3	3
III	C3	15MBA33C	Research Methodology	3	25	75	100	3	3
III	C4	15MBA33D	Career Management & Training	3	25	75	100	3	3
III	E1	15MBA3F1	Elective – 1	3	25	75	100	3	3
III	E2	15MBA3F2	Elective – 2	3	25	75	100	3	3
III	E3	15MBA3F3	Elective – 3	3	25	75	100	3	3
III	E4	15MBA3F4	Elective – 4	3	25	75	100	3	3
III	E5	15MBA3F5	Elective – 5	4	25	75	100	3	4
III	E6	15MBA3F6	Elective – 6	4	25	75	100	3	4
III	E7	15MBA3F7	Elective – 7	4	25	75	100	3	4
III	E8	15MBA3F8	Elective – 8	3	25	75	100	3	3
IV		15MBA43V	Capstone Project		40	60	100		10
TOTAL							1400		50

SEMESTER – III

SL No	Course Code	Subject & Paper	L	T	P	C
1	15MBA33A	Cost and Management Accounting	3	0	0	3
2	15MBA33B	Corporate Governance & Business Ethics	3	0	0	3
3	15MBA33C	Research Methodology	3	0	0	3
4	15MBA33D	Career Management & Training	3	0	0	3

ELECTIVE SUBJECTS

Electives	SEMESTER III	
Finance	Financial & Commodity Derivatives	Corporate Finance
	Investment Banking	Financial Markets & Services
	Security Analysis & Portfolio Management	International Finance
	Banking & Bank Management	Risk Management
Marketing	Consumer Behaviour	Services Marketing
	Sales Management	Marketing Strategy
	Brand and Product Management	Rural Marketing
	Digital and Social Media Marketing	Retail & Channel Management
Human Resources Management	IR & Labour Law	Strategic Human Resources Management
	Compensation and Benefit Management	HR Planning, Audit & Metrics
	Learning & Development	Organizational Development & Management of Change
	Performance Management System	Talent Management
Operations	Supply Chain Management	Service Operations Management
	Materials Management	Information System in Supply Chain Management
	Project Management	Logistics Management & Professional Services
	Total Quality Management	Lean Six Sigma

LIST OF ELECTIVES

SL No	Course Code	Subject & Paper	L	T	P	C
FINANCE ELECTIVES						
1	15MBA3F1	Corporate Finance	3	0	0	3
2	15MBA3F2	Financial & Commodity Derivatives	3	0	0	3
3	15MBA3F3	Banking & Bank Management	3	0	0	3
4	15MBA3F4	International Finance	3	0	0	3
5	15MBA4F1	Risk Management	3	1	0	4
6	15MBA4F2	Security Analysis & Portfolio Management	3	1	0	4
7	15MBA4F3	Financial Markets & Services	3	0	0	3
8	15MBA4F4	Investment Banking	3	0	0	3

SL No	Course Code	Subject & Paper	L	T	P	C
MARKETING ELECTIVES						
1	15MBA3M1	Consumer Behaviour	3	0	0	3
2	15MBA3M2	Sales Management	3	0	0	3
3	15MBA3M3	Brand and Product Management	3	0	0	3
4	15MBA3M4	Digital and Social Media Marketing	3	0	0	3
5	15MBA4M1	Marketing Strategy	3	1	0	4
6	15MBA4M2	Rural Marketing	3	1	0	4
7	15MBA4M3	Retail & Channel Management	3	1	0	4
8	15MBA4M4	Services Marketing	3	0	0	3

SL No	Course Code	Subject & Paper	L	T	P	C
HUMAN RESOURCES ELECTIVES						
1	15MBA3H1	IR & Labour Law	3	0	0	3
2	15MBA3H2	Compensation and Benefit Management	3	0	0	3
3	15MBA3H3	Strategic Human Resources Management	3	0	0	3
4	15MBA3H4	Performance Management System	3	0	0	3
5	15MBA4H1	HR Planning, Audit & Metrics	3	1	0	4
6	15MBA4H2	Organizational Development & Management of Change	3	1	0	4
7	15MBA4H3	Talent Management	3	1	0	4
8	15MBA4H4	Learning & Development	3	0	0	3

SL No	Course Code	Subject & Paper	L	T	P	C
OPERATIONS AND SUPPLY CHAIN ELECTIVES						
1	15MBA3C1	Supply Chain Management	3	0	0	3
2	15MBA3C2	Project Management	3	0	0	3
3	15MBA3C3	Logistics Management & Professional Services	3	0	0	3
4	15MBA3C4	Total Quality Management	3	0	0	3
5	15MBA4C1	Materials Management	3	1	0	4
6	15MBA4C2	Service Operations Management	3	1	0	4
7	15MBA4C3	Lean Six Sigma	3	1	0	4
8	15MBA4C4	Information System in Supply Chain Management	3	0	0	3

CAPSTONE PROJECT

Total Credits: 10

The objective of the Capstone Project is to widen the knowledge base or deepen understanding of the latest trends and developments in the chosen field of management, gain experience in application of concepts, tools and techniques and develop an overall managerial perspective. The Capstone Project encourages and drives the students towards autonomous learning and exposes them to crucial managerial behavioural practice such as regularity, ability to meet deadlines, sense of responsibility, initiative and leadership, diligence and adaptability. It helps to cultivate the regular habit of documentation, effective presentation and articulation. The is primarily designed to encourage students to take up multi-disciplinary projects wherein they use their learning in the preceding terms and come up with a cogent analysis of the business phenomenon in some of the less explored areas of management. It carries a weightage of two full credit courses equivalent to 10 credits or 100 marks.

This project will ensure the integration of knowledge / application in various areas of Management by undertaking a live issue / problem in industry / business or a comprehensive piece of research on contemporary management issues. It provides an opportunity to the students to pursue their research interests and fill-up the void in the area of management research.

Objective:

To provide the students with the opportunity to demonstrate the ability to identify and, select a range of research ideas and appropriate methodologies to arrive at the outcomes and enable them to find out the problem areas and the solutions thereof.

- To allow the students to show the application of the skills of data collection, critical analysis and concept synthesis necessary to arrive at some conclusions and / or recommendations being plausible and defensible.
- To provide a forum in which the students may demonstrate the skills of structuring and present a balanced informed, complete, clear and concise written argument.

TOTAL NUMBER OF CREDITS – 50

VALUE ADDED COURSES

1. SPSS – Semester III
2. SAP – Semester Iii

SEMESTER – III

COST & MANAGEMENT ACCOUNTING

Objectives:

To appraise the students with cost and management accounting techniques, methods & processes. To understand the fundamental concepts which have an implicit bearing on managerial decision making. To show how accounting systems and accounting information are structured for managerial planning, decision-making and performance evaluation. To understand the importance and techniques of cost control.

Contents:

Unit - I

Introduction to Cost Accounting: Introduction, Terminology (Cost, costing, cost unit, cost centre, profit centre, cost object), Objectives of Cost Accounting, Cost Accounting Vs Financial Accounting, Necessity for Cost Accounting, Methods of costing & types of costing, Classification of costs (by nature, by activities, by behaviour, by time, in relation to managerial decision making), Preparation of cost sheet, Job costing, Contract Costing, Process Costing, Joint products and by-products, Reconciliation of cost and financial accounts.

Unit - II

Management Accounting: Definition, Scope and functions of Management Accounting and difference between Management Accounting and Financial Accounting, Break-even and Cost -volume -profit analysis, Marginal costing and practical application (In situations like key factor analysis, optimizing product mix, make or buy decision, discontinuance and diversification of products, accept or reject special offer, close down of operations).

Unit - III

Budgetary Control & Standard Costing: Budgeting process, Preparation of Sales or Revenue budget & other budgets, Flexible budgeting, Master Budget, Efficiency Ratio, Activity Ratio, Capacity Ratio, Standard Costing – Objectives, Variance analysis – Interpretation of variances, Decisions under risk and uncertainty, Cost control and cost reduction.

CASE ANALYSIS COMPULSORY

Text Book:

1. Bhabatosh Banerjee, Cost Accounting - Theory & Practice, 12th Edition, PHI 2008

Reference Books:

2. Jawaharlal, Srivastava, Cost Accounting, 4th Edition, TMH, 2009

3. Jain & Narang, Cost Accounting, 21st edition, Kalyani Publishers, 2009
4. S N Maheshwari, Accounting for Management, 3rd Edition, Vikas Publication, 2012
5. M N Arora, Cost & Management Accounts, 9th edition, Vikas Publications, 2010
6. Dr. S N, Maheshwari, Problems & Solutions in Cost Accounting, 12th Edition, Sultan Chand Sons, 2009
7. P V Ratham & P Lalitha, Costing Advisor, 24th Edition, Kitab Mahal, 2008

RESEARCH METHODOLOGY

Objectives:

Having learnt the fundamentals in the first year and further students will learn higher level of functional area in the fourth Term, students are now ready to learn how the strategy is formulated and practiced in the corporation. Now the objective of this course to arm you to develop business strategies as SBU head/Business head/CEO or as owner of small business. This course has five key thrusts:

- Mapping the Business Landscape
- Creating Competitive Advantage
- Anticipating Competitive and Cooperative Dynamics
- Building and Sustaining Competitive Advantage
- Choosing Corporate Scope

Contents:

Unit I

Foundations of Research: Meaning, Objectives, Motivation, Utility, Concept of Theory, Empiricism, Deductive and Inductive Theory, Characteristics of Scientific Method – Understanding the Language of Research – Concept, Construct, Definition, Variable, Research Process

Problem Identification & Formulation: Management Question – Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of Good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.

Unit II

Research Design: Concept and Importance in Research – Features of a good research design – Explorative Research Design – Concepts, types and uses, Descriptive Research Design – Concepts, types and uses. Experimental Design: Casual Relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control Group .

Quality and Quantitative Research: Qualitative Research – Quantitative Research – Concept of Measurement, Casualty, generalization, replication. Merging the two approaches.

Unit III

Measurement: Concept of Measurement – What is measured? Problems in measurement in Management Research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

Attitude Scaling Technique: Concept of Scale – Rating Scales viz., Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.

Unit IV

Types of Data: Secondary Data – Definition, Sources, Characteristics. Primary Data – Definition, Advantages and Disadvantages over secondary data. Observation Method, Questionnaire Construction, Personal Interviews, Telephone Interviews, Mail Survey, Email / Internet Survey.

Sampling: Concept of Statistical Population, Sampling, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample – Systematic Sample, Stratified Random Sample & Multi-stage Sampling. Non-probability Sample – Judgment, Convenience, Quota & Snowballing methods. Determining size of the sample – Practical considerations in sampling and sample size.

Unit V

Data Analysis: Data Preparation – Univariate Analysis (frequency tables, bar charts, pie charts, percentage), Bivariate Analysis – Cross tabulations and Chi-square test including testing hypothesis of association

Interpretation of Data and Report Writing: Layout of a Research Paper

Text Book:

1. C.R. Kothari, Research Methodology

Reference Books:

2. Donald Cooper & Pamela Schindler, Tata McGraw Hill, 9th Edition.
3. Alan Bryman & Emma Bell, Business Research Methods, University Press.

CAREER MANAGEMENT & TRAINING

Objectives:

- Take control of one's personal development – as employers take less responsibility, employees need to take control of their own development in order to maintain and enhance their employability which to be built during the student career.
- Making career choices and decisions – the traditional focus of careers interventions. The changed nature of work means that individuals may now have to revisit this process more frequently now and in the future, more than in the past.
- Managing the organizational career – concerns the career management tasks of individuals within the organization such as decision-making, life-stage transitions, dealing with stress.
- Managing 'boundary-less' careers – refers to skills needed by employees whose employment is beyond the boundaries of a single organization, a work-style that is common.
- Raise the students awareness about the dynamics of English communication in a business environment
- Develop team work skills in conceptualizing, implementing, and completing a project.
- Gain awareness and insights about strengths and growth areas and develop practical strategies how this information can be applied in managing their own career development by developing resume which is more professional.
- Determine a career path that best suits your values, interests, personality, and skills.
- Develop the overall employability by personal grooming.

Contents:

Unit I

Career Concept – Roles – Career Stages – Career Planning and Process – Career Development Models – Career Motivation and Enrichment.

Unit II

Career Development – Concepts – Career Development and Organizational Strategy – Career Paths – Transition and Plateaus – Managerial Successions Planning

Unit III

Group Discussion - Pre Assessment Group Discussion – Mock Group Discussion, Content, Flow Structure, Initiative, Innovative Thinking, Problem Solving, Team work - De Briefing and improvement Plan of Action - Implementing the feedback - Confidence building - Clarity of Thought in expression.

Unit IV

Mock Personal Interviews - Personal Interview theory with example(s) – Excellent Interview Videos - Post Assessment Discussion

Unit V

Growing and Etiquette - Eye contract, Growing, Managing confidence - Body language - Post Assessment - Resume writing

Intervention Strategies – Issues in Career Management

Text Book:

1. Prof (Dr. K.C. Padhy and Madhu Chhanda), A to Z of Interview, 1st edition, 2008

Reference Books:

2. Masters Wallace, Personal Development for Life and work, 10th edition, Cengage Learning Baruch, Y. 2004.
3. Greenberg, J. Behavior in organizations: Understanding and managing the human side of work, 1995. Englewood Cliffs, N.J.: Prentice Hall of India
4. Harrington, B. & Hall, D., Career management and work-life integration: Using self-assessment to navigate contemporary careers, Los Angeles: Sage publications, 2007.
5. Shel Holtz, Corporate Corporations, PHI, Indian, Reprint, 2007
6. Arul Mani, Career Counselling – Field for Teachers and Trainers, Tata McGraw Hill

CORPORATE GOVERNANCE & BUSINESS ETHICS

Objectives:

- To understand practical tools and frameworks for integrating social responsibility as part of a company's strategic planning, decision-making and general management, with the goal of adding value to both the business and the society as a whole.
- To understand the appropriate mechanism for effective corporate governance. Value the shareholder and stakeholder rights and responsibilities and adhere to sound principles of direction and management.
- To understand the importance of Business Ethics and raising awareness of the ethical dimensions of common business practices.
- Developing and enhancing skills of moral judgment.

Contents:

Unit I

Ethics & Business.

What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business.

Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J. Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). **Economic Justice:** Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business. **Marketing:** Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parchate. **HR:** Workers Right and Duties: Work place safety, sexual harassment, whistle blowing.

Unit II

Corporate Governance.

Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, **Corporate Governance Mechanism:** Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit III

Role Players.

Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

CASE ANALYSIS COMPULSORY

Text Book:

1. S K Mandal, Ethics in Business and Corporate Governance, 2nd Reprint, Tata McGraw Hill Education Pvt. Ltd., 2011

Reference Books:

2. Andrew Crane, Dirk Matten, Business Ethics, 2nd Edition, Oxford, 2007
3. Satish Modh, Ethical Management, 1st Edition, MacMillan, 2005
4. S A Sherlekar, Ethics in Management, 1st Edition, Himalaya Publishing House, 1998, Reprint 2007
5. Peter Wallace, John Zinkin, Mastering Business in Asia, 1st Edition, John Wiley & Sons (Asia) Pte. Ltd., 2006
6. S M Dewan, Corporate Governance in Public, 1st Edition, Dorling Kindersley (India) Sector Enterprises Pvt. Ltd., 2006.
7. Dr. S Singh, Corporate Governance, 1st Edition, Excel Books, 2005

CORPORATE FINANCE

Objectives:

This subject covers finance of day-to-day business operations. It discusses what is working capital requirement & sources of finance. It also discusses management of each component of Working Capital. The primary aim of this course is to make students aware about the various functions that a finance manager has to perform. The latter part of the course is based on understanding of structured decision making in three interrelated disciplines in finance viz. Investment (long term basis as well as current assets); financing decisions and policies related to dividend payments.

Contents:

Unit-I

Financial Management – Introduction to finance, objectives of financial management-profit maximization and wealth maximization. Changing role of finance managers in globalized environment. Time value of money, risk and return analysis, valuation of securities. Indian financial system – Primary market, Secondary market – stocks & commodities, Money market, Foreign exchange markets.

Unit-II

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis. Capital budgeting practices in Indian companies.

Unit-III

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance, Innovative source of finance ; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach.

Unit-IV

Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Relevance and Irrelevance. Theory of dividend decision: Walter's Model, Factors affecting dividend decision.

Unit-V

Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Working Capital Financing.

Text Books:

1. Damodaran, A., Corporate Finance- Theory & Practice, Wiley Publication
2. Srivastava: Financial Management, Oxford University Press.
3. Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd, New Delhi, 2011

Reference Books:

1. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill, New Delhi
2. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi

FINANCIAL & COMMODITY DERIVATIVES

Objectives:

Upon successful completion of this course the student should understand the nature of Derivatives, he will also understand the nature of financial risks. This course will be helpful in understanding what is hedging and how derivatives can be used for hedging the risk. Students will know what is forward, future, and options and the difference between them. How derivatives can be used for speculation as well as hedging. Student will also be able to understand how the options are priced and what are the factors which affect the price of the option. It will also help the student to understand why derivatives are dangerous weapons if not used carefully. This course will help the student to understand what interest rate risk is and how this risk can be managed by using interest rate swap. Similarly foreign exchange risk can be managed by using currency swap

Contents:**Unit I**

Definition, Types, Forward Contracts, Futures Contracts, Options, Swaps, Differences between Cash and Future Markets, Types of Traders, OTC and Exchange Traded Securities, Types of Settlement, Uses and Advantages of Derivatives. Rolling Settlement Strike Price

Unit II

Specifications of Futures Contract, Margin Requirements, Marking to Market, Hedging uses Futures, Types of Futures Contracts, Securities, Stock Index Futures, Currencies and Commodities, Delivery Options, Relationship between Future Prices, Forward Prices and Future Spot Prices. (Theoretical Aspects)

Unit III

Definition, Exchange Traded Options, OTC Options, Specifications of Options, Call and Put Options, American and European Options, Intrinsic Value and Time Value of Options, Option Payoff, Options on Securities, Stock Indices, Currencies and Futures, Options Pricing Models, Differences between Futures and Option Contracts.(Theoretical Aspects)

Unit IV

Definition of SWAP, Interest Rate SWAP, Currency SWAP, Role of Financial Intermediary, Warehousing, and Valuation of Interest rate SWAPs and Currency SWAPs, Bonds and FRNs, Credit Risk. Fixed and Floating Interest Rate SWAP (Theoretical Aspects)

Unit V

Regulations, Framework, Exchange Trading in Derivatives, Commodity Futures. Exchange Traded Funds

Text Books:

1. N.R. Parasuraman, Fundamentals of Financial Derivatives, Wiley India's publishing, 2009.
2. S.S.S.Kumar, Financial Derivatives, New Delhi: Prentice Hall of India Ltd, 2008.
3. John C Hull, Options, Futures and other Derivative Securities, New Delhi: Prentice Hall of India Ltd, 2011.
4. Robert A Strong, Derivatives an Introduction, New Delhi: Thomson Publishing, 2005.

FINANCIAL MARKETS & SERVICES

Objectives:

To impart the knowledge of the objectives and functions of the Financial Services and Financial Markets. To develop good understanding of various components, participants and services of the Capital and Money Market .To develop a clarity about the Monetary Regulatory Authorities & their importance in cultivating financial discipline.

Contents:

Unit I

Concept, nature and scope of financial services; Regulatory framework for financial services, Management of risk in financial services. Credit rating agencies in India – CRISIL, CARE, ICRA – Process of Credit Rating and Methodology by Indian credit rating agencies – services rendered by credit rating agencies – Solicited rating and unsolicited rating – Equity assessments us Equity grading – rating methodology for Financial services, Manufacturing companies, Banks and financial companies, Mutual funds, Insurance companies and IPO grading –Registration and Regulation of Credit rating agencies

Unit II

Core Services- Account opening- Types of Accounts – Types of Application Forms- Dematerialisation Process- Trading and Settlement –Off-Market Trade – Market Settlement-Demit Shares. Stock exchange operations-trading and settlement mechanism; Mutual Funds; Merchant banking services- managing issue of shares and bonds.

Unit III

Leasing-theoretical framework, regulatory environment, accounting and tax aspect; Debt securitization; Housing finance-system and schemes, tax and funding of HFCs; Credit rating – methodology and process; Symbols and credit rating agencies in India.

Unit IV

Venture Capital; Factoring and Forfeiting; Bill discounting; Hire-purchase finance and Consumer Credit.

Unit V

Market Settlement-Demit Shares. Special Services-Pledge and Hypothecation-Procedure for pledge/Hypothecation-procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of a Pledge/Hypothecation by Pledger - Invocation of Pledge by Pledgee. Stock lending and borrowing – Corporate actions

Text Books

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)

Reference Books:

2. Khan M Y- Financial Services (Tata McGraw Hill, 1998)
3. Machiraju H R - Indian Financial System (Vikas, 2004)
4. L.M. Bhole & Jitendra Mahakud, Financial Institutions & Markets, 5th Edition, Tata McGraw Hill, 2009.
5. Srivastava, R.M & Nigam Divya - Management of Financial Institutions, Himalaya, 2003
6. Padmalatha Suresh, Management of Banking & Financial Service, 2nd Edition, Pearson Publication, 2012

INTERNATIONAL FINANCIAL MANAGEMENT

Objective: At the completion of this course, the student should be able to identify the determinants of currency prices and explain how these prices change in foreign exchange markets and to elucidate on how a country's Balance of payment influences currency prices in Foreign exchange markets. The student must also be able to explain International parity conditions which associate price of goods, interest rates etc. and to understand what is Foreign Exchange risk and how to manage it.

Contents:

Unit I

IFM- Nature and Scope, IFM and Domestic financial management- Balance Of payments – significance- preparation of BOP statement – Link between BOP and the economy.

Unit II

International Monetary System – Gold standard – IMF and World Bank Exchange Rate mechanism – factors influencing exchange rate – Purchasing power parity and Interest Rate parity theorems.

Unit III

Foreign Exchange Market – Transactions – Spot, Forward, Futures, Options And Swaps – Arbitrage and speculation in Foreign exchange market.- Exchange arithmetic, Spread, premium and Discount.

Unit IV

Foreign Exchange Exposure – managing transaction, translation and operating Exposure – Techniques for covering the foreign exchange risk - Internal and external techniques of risk.

Unit V

International financial market instruments – International Equities – ADR and GDR – Foreign Bond and euro-bond- Short-term and medium term instruments.

Text Books:

1. V.Sharan, International Financial Management, 4th edition, Prentice hall of India
2. Alan .c. Shapiro, International Financial Management, PHI
3. Levi, International Finance, McGraw Hill international series.
4. Adrian Buckley, Multinational Finance, PHI

RISK MANAGEMENT

Objective: At the completion of this course, the student should be able to understand and apply risk management systems to real-world projects/cases and to comprehend the significance of risk management in Financial Institutions. The students will find ways and means to ascertain and assess risks and use well sounded risk management methods, tools and techniques to support in the analysis and reporting of identified risk events and to recognize and assort the various risks faced by an organization and interpret the various risk control measures accessible.

Contents:

Unit I

Introduction to Risk Management: - Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk.

Unit II

Commercial Risk management applications - property - liability- business liability and risk management insurance - workers' compensation and risk financing.

Unit III

Personal Risk management applications property - liability-risk management for auto owners - risk management for homeowners.

Unit IV

Risk management applications-loss of life-loss of health - retirement planning and annuities - employee benefits – financial and estate planning.

Unit V

SWAP: Introduction, concept, Nature, Evolution, Features, Types of Swaps. Over view of Commodity Derivatives.

Text Books:

1. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House: Mumbai.
2. Insurance Institute of India – IC 86 – Risk Management

Reference Books:

1. Varma Derivatives & Risk Management Tata McGraw hill Latest Edition
2. David A. Dubofsky and Thomas W. Miler Derivatives Valuation and Risk Management Oxford University Press Latest Edition

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objectives:

To acquaint the student with the tools essential for sound money management. To improve the students' understanding of the fundamental concepts of security investments and the various investment alternatives available to the investors. To understand the techniques used by professionals for analyzing and valuing investment alternatives. To understand the implications of Modern research in the field of investments. To present a framework for Portfolio Management including the construction, revision and evaluation of portfolios with the objective of maximizing returns and minimizing risks.

Contents:

Unit I

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

Unit II

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

Unit III

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

Unit IV

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

Unit V

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

Text Books:

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.

2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
4. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2008.
5. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
6. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.

BANKING & BANK MANAGEMENT

Objective:

Keeping in view the latest developments in the Banking Sector this module is designed to understand the total learning of Banking world particularly in context to Indian Scenario, the functions, the classifications, the objectives, their role, the primary and secondary responsibilities, their services, the conceptual and regulatory framework, the legal, periodical , operational compliance areas and also covers the latest trends in the Banking Industry.

Contents:

Unit I

Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions-Method of Credit Control-Banking Regulation ACT –Recent trends in Indian Banking Sector.

Unit II

Functions of Commercial Banks- Agency Services –General utility services-Credit Creation- Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off– Garnishee Order-Law of Limitation.

Unit III

Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking Electronic Fund Transfer System- RTGS, SWIFT.

Unit IV

Evaluating Banking Performance – ROE Model- CAMEL Rating - GAAP Probability Analysis - Balance Score Card-Asset Liability Management, NPA- BASEL Norms.

Unit V

International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)-London Inter-Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

Approved in the PG – Management Studies BOS Meeting on 30-06-2016

Text Books:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.

Reference Books:

1. Muraleedharan D, Modern Banking-Theory and Practice', PHI Learning Pvt. Ltd.
2. Shekhar K C & Lekshmy Shekar, Banking Theory and Practice,, Vikas Publication House, New Delhi.

INVESTMENT BANKING

Objectives:

The objective of this course is to provide students with an in depth knowledge of working of investment bankers. It is also the objective to instill in the students the skills of managing issues of equity, debt and Govt. bonds, mergers & acquisitions, relationship and operations management, research & development. This course also helps to enable the student to understand the strategic issues in marketing of investment banking services. After completing this course students should be familiar with valuation of firms and securities.

Contents:**Unit I**

Investment Banking Services Financial advisory, corporate finance, project finance, mergers and acquisitions, capital raising, debt, equities, initial public offerings (IPO's);

Unit II

Overview of commercial vs. Investment banking - traditional banking roles, traditional separation commercial and investment banking.

Unit III

Asset management - capital markets, foreign exchange, asset allocation.

Unit IV

Life Cycle of Trends - a trade: from the front to the back office, risks arising from trades – credit, market, liquidity, operational and legal.

Unit V

Risk Management and Corporate Governance: Risk management in investment banking, evolution of corporate governance, recent global regulatory developments

Text Books:

1. Investment Banking, Workbook from NSE
2. Gurusamy, (2010), Merchant Banking And Financial Services, 3rd edition, Tata McGraw Hill.

Reference Books:

1. Subramanyam, (2007), Investment Banking: Concepts, Analysis & Cases, McGraw-Hill
2. Wise, John (2006), Investment Banking, 2006, Insiders Guide
3. Bodie & Mohanty, (2010), Investments, 8th edition, Tata McGraw Hill.

MARKETING SPECIALIZATION

CONSUMER BEHAVIOUR

Objectives:

- To make the students understand the effect of personal traits and social influence on the behavior of the consumer, which can be used for deciding on the proper marketing strategy.
- Develop and introductory Understanding of CRM and its role in modern organizations and society at large.
- Introduce the main concepts, Principles, and terminology of CRM and Role of IT.
- Study effect of CRM influencing marketing decisions, consumer behavior and familiarize students with CRM as a tool to effective marketing strategy.

Contents:

Unit – I

Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction and Retention – Consumer Research Process – Market Segmentation and Positioning.

Unit – II

Psychological Influences on Consumer Behaviour: Consumer needs, Goals and Motivation – Personality and Consumer Behaviour – Consumer Perception.

Unit – III

Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behaviour.

Unit – IV

Sociological Influences on Consumer Behaviour: Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership.

Unit – V

Consumer Decision Making Process: Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organisational Buyer Behaviour.

Textbook:

1. Satish K Batra, Kazmi SHH, Consumer Behaviour – Text and cases, Excel Books,

References

2. Leon G. Shiffman, Leslie Lazer Kanuk, Consumer Behaviour, 9th ed., PHI,
3. Louden and Bitta, Consumer Behaviour – Concepts and Applications, McGraw Hill Inc,
4. Margaret Craig – Lee, Sally Joy, Beverly Browne, Consumer Behaviour, John Wiley and Sons,
5. James F. Engel, Roger D. Blackwell, Paul W. Miniard, Consumer Behaviour, Harcourt Brace College Publishers.,
6. John C. Mower, Consumer Behaviour, Macmillan Publishing,

BRAND AND PRODUCT MANAGEMENT

Objectives:

To make the students understand how to evolve and implement appropriate product-market strategies and use the necessary marketing tools to make better product and branding decisions.. This course also aims to make the students understand the importance and relevance for branding in today's competitive scenario.

Contents:

Unit I

Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

Unit II

Product Mix -A strategic choice. Product Mix decisions, Product Line decision -strategic decision involving adding or pruning product lines.

Unit III

Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

Unit IV

Product Research -Importance, tools and analysis, Product Development & Testing, Product Launch Decisions. .

Unit V

Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding.

Text Book:

1. Kevin Lane Keller, C, Strategic Brand Management, 2nd Edition, Prentice Hall of India, 2007
2. A.K. Chitale & Ravi Gupta, Product Policy & Brand Management, 1st Edition, PHI Learning, 2012.
3. Kirti Dutta, Brand Management Principles & Practices, 1st Edition, Oxford Publication, 2012

Reference Books:

1. Chunawala, Product Management, 8th Edition, Himalaya Publication, New Delhi, 2010
2. Donald Lehmen, Russel, Chandan Sengupta, Product Management, 2nd Edition, McGraw-Hill, 2009
3. Richard Elliot & Loring Pery, Strategic Brand Management , 1st Indian Edition, Oxford Publication, New Delhi 2008
4. Philip Kotler, Kevin Keller, Abraham South Asian Perspective, Koshi and Jha, Marketing Management, 14th Edition, Pearson Education, New Delhi, 2013.
5. Michael Baker & Susan Hart, Product Strategy & Management, 2nd Edition, Pearson Publications, 2009.
6. Dr. K. Shrivastava, Product Management & New Product Development, 1st Edition, Excel Publications, 2009.
7. David Aaker, Strategic Market Management, 9th Edition, Wiley Publication, 2012
8. Harsh V. Verma, Brand Management, 2nd Edition, Excel Books Publication, 2006
9. David Aaker, Managing Brand Equity, 1st Edition, The Free Press New York, 1999
10. David Aaker, Building Strong Brands,,1st Edition, Free Press Business, London, 2002
11. Tapan K. Panda, Building Brands in the Indian Market, 1st Edition, Excel Books Publication, 2004

DIGITAL SOCIAL MEDIA MARKETING

Objectives:

This intensive module has been designed to give those new to digital, a complete overview of all the core digital marketing channels, how they affect each other and how they can work together in a brand's digital marketing strategy. You will run through the acquisition tools (search, affiliate marketing, display advertising) and retention techniques (email, web personalization) as well as some of the management issues (legal issues, data gathering, integration with offline activity) to enable you to build the dream online strategy. This module will also demystify the technical jargon commonly used in digital marketing such as RSS feeds, mash-ups, tag clouds, AJAX, social bookmarking and more...all in a simple, easy to understand way.

Unit I

Using the Digital Marketing Toolkit and Planning and Strategy, E-mail Marketing, Mobile Marketing, E-commerce.

Unit II

Using the Digital Marketing Toolkit and Planning and Strategy - Setting the Scene -Planning and Strategy- Gathering Data, Website Design and Usability

Unit III

Tracking and Measurement, Testing in Digital Marketing, Creative considerations, The Digital Marketing Toolkit

Unit IV

Email Marketing: What is Email?, Email authentication and Delivery, What is IP reputation?, Email strategy – Content & Design, Audience Engagement, Email Analytics

Mobile Marketing: Mobile Advertising Ecosystem, Mobile Advertising Market in India, Understanding the Mobile User, Strategic Framework for use of Mobile Advertising, Advertising Options – Creative & Media, Measurement, Monitoring & Impact Evaluation

Unit I

E-commerce

Introduction to E-commerce, How is E-commerce industry growing? Various business formats of E-commerce, Advantages of E-commerce, Disadvantages of E-commerce, Customer segmentation, Social commerce, Payment Gateway in E-commerce

Text Book

1. Davey Chaffey, Digital Marketing Strategy Implementation & Practice, 5th Edition, Pearson Education. 2012

Reference Books:

2. Rob Brown, Public Relations and the Social Web, 1st Edition, Kogan Page Publications, 2010
3. Olivier Blanchard, Social Media ROI, 1st Edition, Pearson Education, 2011
4. Clow, Kenneth E, Baack, Donald, Integrated Advertising, Promotion & Marketing, 3rd Edition, Prentice – Hall India, 2007

MARKETING STRATEGY

Objectives:

This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

Contents:

Unit I

Business Policy as a study; Its Nature & Importance, Development & Classification of Business Policy; Mechanism or Policy making.

Unit II

Top Management its Responsibilities & tasks. Objectives of Business Characteristics, Classification, types of Objectives and their overall Hierarchy, Setting of Objectives, Key areas involved.

Unit III

Corporate Planning; Concept of long term planning, Strategic Planning (Planning Strategically) Nature, Process & Importance.

Unit IV

Corporate Strategy: Concept, Components, Importance. Strategy Formulation: Concept, Process & Affecting Factors. Strategy Evaluation: Process, Criteria, Environmental Analysis, Resource Analysis.

Unit V

Synergy: Concept, Types, evaluation of Synergy. Capability Profiles, Synergy as a Component of Strategy & its Relevance

Text Book:

1. Peter F. Drucker Management Task & Responsibilities

Reference Books:

- 1) Igor Ansoff Corporate Strategy
- 2) Gluek & Jauch Corporate Strategy Standard Management Policy

RURAL MARKETING

Objective

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Contents:

Unit-I

Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors.

Unit-II

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing Rural marketing Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.

Unit III

Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers

Unit-IV

Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market.

Unit-V

Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.

Text Book

1. Badi & Badi : Rural Marketing

Reference Books:

- 1) Arora, R.C. : Integrated Rural Development
- 2) Rajgopal : Managing Rural Business
- 3) Gopaldaswamy, T.P. : Rural Marketing

RETAILING AND CHANNEL MANAGEMENT

Objectives:

The course enables students to appreciate the importance of retailing and distribution in the emerging market scenario, and equips them with the tools & techniques.

Contents:

Unit I

Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice . Supply chain management (SCM) - advantages gained, physical flow of merchandise, and logistics of e-retailing.

Unit II

Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

Unit III

Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers' action.

Unit V

Location, Operation & Merchandise Management: Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

Unit V

Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

Text Book:

1. Berman , Barry and Joel Evans Retail Management

Reference Books:

- 1) Cooper, J. Strategy planning in Logistics and Transportation
- 2) Cox, Roger and Paul Brittain Retail Management

- 3) Levy & Weitz Retailing Management
- 4) Kotler , Philip Marketing Management

SERVICES MARKETING

Objectives

- To learn management of day to day operation in service industry.
- To increase students' understanding of the nature and importance of the service sector in the Indian economy and in other countries.
- To aid students in effective decision making in the management of a service organization.
- Students should be able to understand the decision-making process in both domestic and international service organizations.
- Students should be able to understand the decision making process in both for profit and not-for-profit service organizations.

Contents:

Unit I

Introduction to Services Marketing—Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality

Unit II

Consumer Behaviour in Services – Customer expectations of services – customer perception of services – Listening to customers through research

Unit III

Service recovery – Service development and design – Customer defined service standards – Physical evidence and the servicescape.

Unit IV

Employees Roles in Service delivery - The Customer as Co-Producer - Self-service technologies - Components of the servicescape - Complaint Handling and Service Recovery- Elements of service quality - SERVQUAL scale

Unit V

Managing demand and capacity – Delivery services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

Text Book:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, Tata McGraw-Hill,

References

2. Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.
3. Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill
4. Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint
5. Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint

HUMAN RESOURCES SPECIALIZATION

IR AND LABOUR LAW

Course Objectives:

Organizational efficiency and performance are interlinked with Industrial Relations in a business enterprise. This course provides the conceptual and practical aspects of IR at the macro and micro levels.

Contents:

Unit I

Industrial Relations Perspectives: Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of Employer / management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.

Unit II

Trade Union and the Employee: Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Employee Disciplining and Grievance Handling.

Unit III

Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.

Unit IV

Method of Direct Action: Purpose and relevance to other peaceful methods; Strikes, Lock out, concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lock outs; protections to workmen and prohibitions on the right to strike and lock out.

Unit V

Employee Empowerment: Industrial Democracy, Workers. Participation in Management; Industrial Peace and International Labour Organization; IR Policy, Additional Recommendations of II National Commission on Labour; IR and Technological Change.

Text Books

1. Mamoria C.B. & S. Mamoria ,Dynamics of Industrial Relations in India,Himalaya publications

2. Pramod Varma, Management of Industrial Relations, Vora Publications, Ahmedabad.
3. Tripathi P.C, Personnel Management and Industrial Relations, Sultan Chand & Sons Publications, New Delhi.
4. Ramaswamy E.A, The Strategic Management of Industrial Relations, Oxford University Press, New Delhi.

Reference Books

1. Niland R. et. al : The Future of Industrial Relations, Sage, New Delhi.
2. C.S. Vekata Ratnam : Globalisation and Labour-Management Relations, Response Books, New Delhi.

COMPENSATION AND BENEFITS MANAGEMENT

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing analyzing and restructuring reward management systems, policies and strategies.

Contents:

Unit I

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Unit II

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Unit III

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Unit IV

Statutory Provisions governing Different Components of Reward systems.

Unit V

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

Text Books

1. Joe Martocchio, Strategic compensation, Prentice Hall publication, New delhi.
2. Richard Anderson, Compensation management in a knowledge based world, Prentice Hall publications, New delhi.

Reference Books

1. Bhattacharya, Compensation management, Excel books, New delhi, 2009 edition

LEARNING AND DEVELOPMENT

Objectives:

This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. All organizations need to pay adequate attention to equip their employees. Rapid progress in technology has changed not only in the physical facilities but also in the abstract qualities required of the men who are using them. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Contents:

Unit I

Training: Introduction - Conceptual framework of training - approaches on training – Difference between Training and Development - Training and applied psychology - principles of training - Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in Pvt. companies.

Unit II

Need for Training - Methods of Identification of Training needs - Training policy - Planning and organizing the training programmes - Methods of Training - supervisory Development Programmes (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training - Worker.s education for operative personnel - Evaluation of the training centre.

Unit III

Management Development (MD) and Organisational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions – Succession Planning and Career development.

Unit IV

Professional bodies for Management Education and Training - AIMA, NIPM, ISTD, IIMS, School of Management Studies, NPC, NITIE and ASCI - Training and TQM and ISO 9000 - Training Aids- Types of aids and Audio visual aids - Budget Estimation on Training.

Unit V

Role of Computers in Training - Training needs of 21st century.

Text Books

1. Raymond A Noe, Employee Training and Development, Tata McGraw Hill Education Pvt Ltd, 2010 edition
2. Craig Robert, Training and development, McGraw Hill, 2005 edition

Reference Books

1. Janakiraman, Training and development, Biztantra publications, Newdelhi, 2007 edition.
2. Randy L Desimone and John M Werner, Human Resource Development, Thomson publishing, 2011 edition

PERFORMANCE MANAGEMENT

Course Objective:

The course is designed to promote understanding of issues related to the Performance management in the corporate sector, public services and other forms of organizations and to impart skills in designing performance management systems, policies and strategies.

Contents:

Unit I

Introduction: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal.

Unit II

Planning for Manager's performance and Development: Setting objectives – Organisational and individual performance plans - Components of Manager performance and development plan - setting mutual expectations and performance criteria. **Monitoring and Mentoring:** Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.

Unit III

Annual stock taking: Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback- stocktaking potential - Tools for stocktaking potential.

Unit IV

Appraising for Recognition & Reward: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.

Unit V

High Performing Teams: Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Text Books

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.

Reference Books

1. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
2. Henderson: Compensation Management in a Knowledge Based World 9/e Pearson Education.

HUMAN RESOURCE PLANNING, AUDIT AND METRICS

Course Objective:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, audit and Development in organizations. To provide the students, the inputs on how to link HRM functions to the corporate strategies to understand HR as a strategic resource.

Contents

Unit I

Human Resource Planning: Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.

Unit II

Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD -- Wastage Analysis. Retention -- Redeployment and Exit Strategies.

Unit III

Human Resource Acquisition: Meaning of Recruitment. Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.

Unit IV

Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

Unit V

Human Resource Information System -- Human Resource Accounting

Text Books

1. Bhattacharya D.K, Human resource planning, Excel books, second edition
2. James walker, Human resource planning, Mcgraw hill, First edition

Reference Books

1. Gupta P.K, Human resource management, Dreamtech press, 4th edition
2. Aquinas P , Human resource management, Vikas publications, New delhi,3rd edition

ORGANISATIONAL DEVELOPMENT AND MANAGEMENT OF CHANGE

Course Objective:

- To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed.
- To teach relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace.

- To improve the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace.

Contents

Unit I

Approaches to Understanding Organizations: Key Organizational Designs -Procedures -Differentiation & Integration - Basic Design – Dimensions - Determination of Structure - Forces Reshaping Organization – Life Cycles in Organization

Unit II

Organizational culture–Key Role of Organizational Culture -Functions & Effects of Organizational Culture -Leaders role in shaping and reinforcing culture, developing a Global Organizational Culture.

Unit III

Work Groups & Teams-Preparing for the world of work Group Behaviour Emerging issues of Work Organization and Quality of Working life –Career stage model –Moving up the career ladder

Unit IV

Stress and Well Being at Work: Four approaches to stress -Sources of stress at work, consequences of stress -Prevalent Stress Management -Managerial implications

Unit V

Organizational Development and Change: Organizational Development Alternative Interventions - Change Agents: Skills - Resistance to change - Managerial the resistance - Levin's change model - Organizational reality

Text Books

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.
2. Brown, D. and Harvey, D., An Experiential Approach to Organization Development, 7th Edition, Pearson, 2006.
3. Cheung-Judge, M. and Holbeche, L., Organization Development: A Practioner's Guide for OD and HR, Kogan Page, 2011.

Reference Books

1. Cummings, T., Theory of Organization Development and Change, 9thEdition, South-Western, 2011.
2. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6thEdition, Pearson Higher Education, 2006.

3. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2nd Edition, Sage India, 2011.

STRATEGIC HUMAN RESOURCES MANAGEMENT

Course Objective:

This course is aimed at providing the students the inputs on how to link the HRM functions to the corporate strategies to understand HR as a strategic resource.

Contents:

Unit I

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management;

Unit II

Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organization; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system.

Unit III

Managing Human Resources inflow. Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources. Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Unit IV

Performance management: Concept, Philosophy, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management. Reward strategies and philosophy; HRM approach to rewards management.

Unit V

Strategic management of employee relations. HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; Employee's involvement and participation in decision-making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.

Text Books

1. Randall schuler and Susan E Jackson, Strategic Human resource management, Blackwell publishing, second edition.
2. Michael Armstrong, Strategic Human Resource Management, Kogan Page, 5th edition.

Reference Books

1. Mark sanders, Mike Milliomore, Strategic Human resource management, Pearson education, 2007 edition.

TALENT MANAGEMENT

Course Objective:

The course is designed to promote understanding on talent management in the corporate sector, and to develop talent management systems and strategies.

Contents:

Unit I

Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent

Unit II

Talent Management System: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System

Unit III

Talent Planning: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. **Talent Acquisition:** Introduction, Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions.

Unit IV

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success.

Unit V

Contemporary Talent Management Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India.

Text Books

1. Paul Sparrow and Hugh Scullion, Strategic talent management, Cambridge University press, 2014 edition.
2. Lance Berger, Talent management Hand book.

Reference Books

1. Ram Charan, The talent masters, Random House business.
2. Reid Hoffman, Managing talent in networked age, Harvard Business review Press.

OPERATIONS & SUPPLY CHAIN SPECIALIZATION

SUPPLY CHAIN MANAGEMENT

Objectives:

To introduce process and functions of supply chain management. To appreciate the design and network in supply chain management. To understand the role of coordination in supply chain management

Contents:

Unit I

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

Unit II

Designing the Supply Chain Network: Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modelling for supply chain.

Unit III

Planning Demand and Supply: Role of forecasting – demand forecasting – approaches – role of IT.
Planning and Managing Inventories: Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.

Unit IV

Transportation Networks and Sourcing: Role of transportation – modes and their performance – transportation infrastructure and policies – design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment.

Unit V

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

Text Book:

- 1) Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, 4th Edition, PHI, 2010.

Reference Books:

- 1) Mohanty R.P, Deshmukh S.G, Biztantra , Supply Chain Management, Theories and Practices, 2005
- 2) Sahay B.S., Supply Chain Management in the 21st Century, Macmillan, 2000.
- 3) Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management – A Balanced Approach, Thomas Press, 2005.

MATERIALS MANAGEMENT

Objectives:

To understand the concepts and principles materials and store management. To appreciate the role of store management and forecasting. To analyze the management aspects of health and safety in work.

Contents:

Unit I

Determination of Stockholding Policy. Customer expectations – internal / external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g., ABC analysis. Control of Stock Range Coding, classification and categorization methods.

Unit II

Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

Unit III

The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull system.

Unit IV

Physical Management of Stock Selection and operation of appropriate storage and materials handling equipment – general outline; Methods of stores layout to optimize the use of space and minimize picking costs; Outsourcing the activity and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items; Environmental issues.

Unit V

Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance.

Text Book:

- 1) **Duru C. Innocent**, Purchasing And Stores Management, *Ken Printing Press, Lagos.*

Reference Books:

- 1) **Terry Lucey**, Quantitative Techniques, *Letts Educational, 5th Edition.*
- 2) **Dobler & Burt**. Purchasing & Supply Management

INFORMATION SYSTEMS IN SCM

Objectives:

To appreciate the role of IT in Supply Chain. To understand data mining in Supply Chain. To analyze IT practices in Supply Chain

Contents:

Unit I

The role of IT in Supply Chain .Uses of IT in inventories, Transportation & facilities within a Supply Chain .The Supply Chain IT frame work-macro Processes.

Unit II

The future of IT in the Supply Chain, Internal Supply Chain management, Supply Relationship Management, The Transaction Management Foundation .Data mining –Methods application area in Supply Chain.

Unit III

Goals of Supply Chain information Technology, Standardization, information Technology infrastructure Presentation Devices, Communication Devices .Data base, System architecture.

Unit IV

The Supply Chain IT in Practice, Integrating Supply Chain Information Technology, Stage of Development, Implementation of ERP & DSS. Structure of DSS. Selection of Supply Chain DSS. Supply Chain master Planning.

Unit V

Supply Chain Information System Design – Planning, Capacity, Performance requirement, manufacturing requirement, Operation, Transportation, Inventory Development .E-Business –Role in Supply chain, Framework, Impact on Cost.

Text book:

- 1) **David simchi-levi et al**, designing and managing the supply chain – concepts, strategies, and case studies, Mcgraw hill international edition 2003.

References

- 1) **N. Chandrasekaran**, supply chain management, oxford university press, new delhi 2010
- 2) **Donald j bowersox et al**, supply chain logistics management, McGraw hill Education (india) pvt. Ltd.new delhi 2007

TOTAL QUALITY MANAGEMENT

Objectives:

To learn the quality philosophies and tools in the managerial perspective.

Contents:

Unit I

Introduction– Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention, Dimensions of product and service quality. Cost of Quality.

Unit II

Principles and Philosophies of Quality Management – Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – Introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Unit III

Statistical Process Control – Meaning and significance of statistical process control (SPC) – Construction of control charts for variables and attributed. Process capability – meaning, significance

and measurement – Six sigma – concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve, Total productive maintenance (TMP), Terotechnology. Business Process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

Unit IV

Tools and Techniques for Quality Management – Quality Functions Development (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process. Failure Mode Effect Analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old and new). Benchmarking and POKE YOKE.

Unit V

Quality Systems Organizing and Implementation – Introduction to IS/ISO 9004:2000 – Quality Management Systems – Guidelines for Performance Improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward – TQM framework, benefits, awareness and obstacles.

Text Book:

- 1) Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, 2011, Revised Third Edition, Pearson Education.

Reference Books:

- 1) Shridhara Bhat K., Total Quality Management – Text and Cases, 2000, Himalaya Publishing House, First Edition.

PROJECT MANAGEMENT

Objectives:

To understand the role of project management. To understand the technique to manage conflict in project planning. To appreciate the role of IT in project management

Contents:

Unit I

Project Management Concepts: Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection,

Unit II

Project Management Needs Identification Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, and the matrix organization, mixed organizational systems

Unit III

Project Planning and Scheduling: Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing

Unit IV

Project Monitoring and Control: Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control.

Unit V

Project Performance: Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager.

Text Book:

- 1) Jack R. Meredith & Samuel J. Mantel, Project Management – A Managerial Approach -

Reference Books:

- 1) Prasanna Chandra- Project Planning, Analysis, Selection, Implementation and Review
- 2) P. Gopalakrishnan & V.E. Ramamoorthy- Text Book of Project Management -

SERVICE OPERATIONS MANAGEMENT

Objectives:

To help understand how service performance can be improved by studying services operations management

Contents:

Unit I

Introduction – Services – Importance, role in economy, service sector – growth; Nature of services – Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers; Role of Information Technology; Stages in Service Firm competitiveness; Internet Strategies – Environmental Strategies.

Unit II

Service Design – New Service Development – Design elements – Service Blue-printing – process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling.

Unit III

Service Quality – Service scapes – behaviour – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

Unit IV

Managing Capacity and Demand – Managing Demand – Strategies, Managing Capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing Systems, Psychology of waiting; Managing for growth – expansion strategies, franchising, globalization

Unit V

Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation.

IT enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

Case Study: Compulsory, Relevant Cases have to be discussed in each unit.

Text Book:

- 1) James A. Fitzsimmons, Service Management – Operations, Strategy, IT-Tata McGraw-Hill – 5th Edition 2006.

Reference Books:

- 1) Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Successful Service Operations Management-South-Western, Cengage Learning, 2nd Edition.

LOGISTICS MANAGEMENT & PROFESSIONAL SERVICES

Objectives:

To introduce process and functions of Logistics System. To understand the major building blocks, functions, business process, performance metrics and decision making in supply chain network, and To provide an insight into the role of Internet Technologies in Logistics Management.

Contents:

Unit I

Introduction to Logistics Management -Definition, Scope Functions, Objectives, Integrated Logistics Management – Role of logistics in Supply Chain, Logistics & Customer Service, Role of Logistics in competition strategy, Logistics Organization & Performance Management, ERP – SAP, Oracle.

Unit II

Inventory Planning- Inventory costs, classifying inventory, Nature and Importance of Warehousing, types of warehouses, warehousing functions, warehouse layout & design, Material handling – objectives, guidelines & principles, selection of material handling equipments, Packaging – role of packaging, packaging materials, consumer & industrial packaging, material handling efficiency.

Unit III

Transportation -Role of transportation in logistics, transportation selection decision, basic modes of transportation – Rail, Road, Water, Air, Pipeline – characteristics of different modes – transport economics – Inter modal operation.

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Unit IV

Containerization -Concept, Types, Benefits, Types of Carriers – Indirect & Special Carriers
Role of Intermediaries – Shipping Agents, Brokers – Freight Management – Route Planning
Role of Ports, ICDs,CONCOR – Global shipping options.

Unit V

Reverse Logistics- Scope, design, e-logistics, Logistics Information System – Application of IT in Logistics, Automatic Identification Technologies – Bar Coding, RFID, Logistics Outsourcing
3PL & 4PL, Global Logistics – Operational and Strategic Issues

Text Book:

- 1) Ailawadi C. Sathish & Rakesh Singh ,Logistics Management, Prentice Hall, India, 2005
- 2) Agarwar D.K., Text Book of Logistics & Supply Chain Management, Macmillan India Ltd, 2003

Reference Books:

- 1) Coyle et al, , The Management of Business Logistics,Thomas Learning, 7th Edition, 2004
- 2) Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2000.

LEAN SIX SIGMA**Objectives:**

To gain insights about the importance of lean manufacturing and six sigma practices.

Contents:**Unit I**

Lean & six sigma background and fundamentals: Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions.

UNIT II

The scope of tools and techniques: Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control –Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

UNIT III

Six Sigma Methodologies: Design For Six Sigma (DFSS),Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder.

UNIT IV

Six Sigma Implementation and Challenges: Tools for implementation – supplier input process output customer (siPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs Six Sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

UNIT V

Evaluation and continuous improvement methods: Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

Text Book:

- 1) Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003

Reference Books:

- 2) Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
- 3) Fred Soleimannejad, Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
- 4) Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical
- 5) Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line
- 6) Success, John Wiley & Sons, 2000
- 7) James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

CAPSTONE PROJECT

Objective:

- To providing opportunity to the students to identify their research ideas and pursue the same through the capstone project.
- To apply the basic concepts, tools, techniques learnt in the first year with the specialised domain knowledge to have a holistic view of the research problem.

Few of the researchable topics are:

1. Volatility of Exchange rates and impact on Export / Import of India.
2. Volatility of Interest rates and its impact on Financial Market
3. Volatility of Interest rates and asset liability management in banks.
4. Foreign Exchange Derivatives.
5. Scope of Interest rate futures in India.
6. Use of swaps in India.
7. Bond markets in India.
8. Foreign Exchange Reserves-Impact on Economy with reference to India, China & Japan.
9. Futures & Options segment vis-a-vis cash segment in Indian context.
10. Risk Management in Financial Institutions.
11. The financial under performance of global airline stocks in the past decade
12. The rise and fall of telecoms stocks in India
13. Does derivative trading increase or decrease volatility – A study of global derivatives trading since 2000
14. The impending Euro debt crisis and its possible effects on the global economy
15. A comparative study between Japanese economy of 1980's and US economy of the 2000's
16. Measuring the performance of exchange traded funds as compared to normal mutual funds
17. The speculative nature of commodity trading globally and In India
18. How do emerging economies become developed economies – How can India become a developed economy?
19. Does equity research really help investors in making informed investment decisions?
20. An analysis of stock performance of IPO's in India since 2000
21. Mergers & Acquisitions
22. Venture Capital
23. Foreign Exchange Management
24. Trade Finance
25. Capital Budgeting