

3.1: Total Quality Management

Unit-I: TQM- History and Evolution:

Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

Unit – II: Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit – III: Techniques of TQM:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design.

Unit – IV: Six Sigma:

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Unit –V: TQM in the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

Suggested Books:

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, "Total Quality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2006, THOMPSON.
4. Greg Brue, "Six Sigma for Managers", 2002, TMH.
5. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books.
6. Kanishka Bedi, "Quality Management", Oxford University Press.
7. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, "Quality Management", Tata McGraw-Hill, 3rd Ed.
8. Sunil Sharma, "Total Engineering Quality Management", 2003, Macmillan India Ltd.
9. Poonima M Charantimath, "Total Quality Management", 2003, Pearson.
10. Mukherjee, P N, "Total Quality Management", 2007, PHI.
11. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan
12. Kanji K. Gopal & Asher Mike, "100 methods for TQM", Response.

3.2: International Business

Unit - I: Global Imperative:

An overview–International Business: A global perspective–Emergence of Globalization–Drivers of Globalization–Internationalization Process–Stages in International Business–Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise–Triad and International Business–International Trade Theories; Environment of International Business–Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention–Forms of Trade Regulation at National Level–Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration–Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment–Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–World Trade Organization–Structure and functions–TRIPs & TRIMs–WTO & India–UNCTAD.

Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies–Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance–Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance–Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation and Challenges–E-business Technology and Environment–E-Business Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business

Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed, Cengage Learning, New Delhi.
3. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge
4. Rakesh Mohanh Joshi, "International Business", 2009, Oxford University Press.
5. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
6. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
7. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
8. Bholanath Dutta, "International Business Management", 2010, Text & Cases, Excel, New Delhi.
9. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
10. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
11. Anan t. K. Sundaram and J. Stewart Black, "The International Business Environment", 2009, Test and Cases, PHI Learning, New Delhi.
12. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.
13. Mike W. Peng, "International Business", 2008, Cengage Learning, New Delhi.
14. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.
15. Nag. "International Business Strategy", 2010, Vikas.
16. Mamah Adhilocary, "Global Business Management", 2009, Macmillan.

3.3: Managerial Communication

Unit – I:

The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback

Unit – II:

Characteristics of non verbal communication–Types and functions of non verbal communication–Interpreting non verbal communication; Negotiations–Approaches to negotiations–Preparing for and conducting negotiations

Unit – III:

Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking

Unit – IV:

Report writing–Types of reports–Structure of reports–Individual and committee reports–Essentials of good report writing. Business letters–Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence . drafting a resume

Unit – V:

Media relations–Building better relations with media. Investor relations–Framework for managing investor relations. Managing government relations–ways and means of managing governing power. Crisis communication–Do’s and dont’s in the wake of a crisis.

Suggested Books:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th Ed. New York, McGraw-Hill.
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 Cengage Learning.
9. Paul R.Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

3.4.1. (F): Investment Management

Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.

10. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.

3.4.2. (F): Strategic Management Accounting

Unit – I: Introduction to Management Control:

Strategic Management accounting–Meaning–Scope–Strategic importance–nature and characteristics of Management Control system. Cost behaviour and decision making–Fixed and variable costs–C.V.P analysis–Marginal Costing–Concept of break even analysis–Uses for decision making–Optimization of product mix–Make or buy–Capacity Utilization–Plant shutdown–Key factor analysis.

Unit – II: Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control–Meaning and Concept and purpose. Standard costing–Concept and purpose of standards–types of standards–Standard setting–Variance analysis–Interpretation–Budgetary control–Meaning & purpose–Component of effective budgeting program–Performance budgeting–Zero based budgeting–Concept–Importance and relevance.

Unit – III: Responsibility Accounting:

Responsibility Centers–Need for divisionalization–types of responsibility centers–Performance reports–responsibility accounting–Behavioural aspects–Segmented Performance evaluation–Transfer Pricing.

Unit – IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems–Meaning–tracing costs from activities to products and services–Activity based Management–Activity Cost drivers–Activity based Costing vs traditional costing. Customer account profitability analysis–Meaning and need for CAP analysis–Managing Customer Profitability Managing Relationships–Customer Costs in Service Companies.

Unit – V: Strategic decisions for Product life cycle, Activity Based Costing and Competitor analysis:

Product life cycle costing–PLC assessment–Cost assessment–Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting–Concept and Importance–Sources of Competitor information–Competitive pricing and bidding. Target Costing and Cost analysis for Pricing decisions.

Suggested Books:

1. Hansen & Mowen, "Management Accounting", 2009, 7th ed. Cengage Learning, New Delhi.
2. Bamber, Braun & Harrison, "Managerial Accounting", 2009, Pearson Ed, New Delhi.
3. Ronald.W.Hilton, G.Ramesh & M.Jayadev, "Managerial Accounting", 2008, Tata McGraw-Hill.
4. Ward. K, "Strategic Management Accounting", 2010, Butterworth Heinemann, New Delhi.
5. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, "Cost Management-A strategic Emphasis", 2006, Tata McGraw Hill.
6. "Management Control System", Anthony & Deardon,
7. Asish K. Bhattacharya, "Cost Accounting for Business Managers, Elsevier", 2009, New Delhi.
8. Garrison, Noreen and Brewer, "Managerial Accounting", 2009, Tata McGraw Hill.
9. S.C. Vaidya, Suveera Gill, "Cost Management–A Strategic Approach", 2009, Macmillan India.
10. Sudhindra Bhat, "Management Accounting", 2009, Excel Books, New Delhi.
11. Paresh Shah, "Management Accounting", 2010, Oxford University Press, Publications
12. M. C. Shukla, T.S. Grewal and M.P. Gupta, "Cost Accounting – Test and Problems", 2010, S. Chand.
13. Atkinson. A.A., Kaplan. R.S., and Young S.M., G. Arun Kumar, "Management Accounting", 2009, IV edition, Pearson/ Prentice Hall of India.
14. Khan M.Y. and Jain. P.K., "Management Accounting – Text, Problems and cases", 2007, 4th edition, Tata McGraw Hill, New Delhi.
15. M.A. Sahaf, "Management Accounting – Principles and Practice", 2009, Vikas, New Delhi.
16. James Jiambalvo, "Managerial Accounting", 2004, John Wiley & Sons, Inc.
17. Colin Daury, "Management and Cost Accounting", 2009, Cengage Learning, New Delhi.

3.4.3. (F): International Finance

Unit - I: International Financial System:

Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets—Eurocurrency market, international bond market, international equity market, international money market; global financial institutions—IMF, Bank for International Settlements; international banking—euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market and International Parity Relationships:

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives—forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act ; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises—Asian currency crisis, Greek debt crisis.

Unit - III: Multinational Corporate Decisions in Global Markets:

Foreign investment decision—Foreign direct investment (FDI)—motives, FDI theories—theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment—licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital , international portfolio diversification- rationale, barriers, home country bias, project financing

Unit - IV: Risk Management in Multinational Corporations:

Types of risk—currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging—natural hedges, hedges with currency derivatives—forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency

Unit - V: International Tax Environment:

Types of tax–income tax, withholding tax, value added tax, Tobin tax; taxation methods–worldwide approach, territorial approach; tax havens, offshore financial centres, re invoicing centre; Tax treaties–Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form–controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning–TP methods, TP rules in India

Suggested Books:

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2010, 2nd Ed. Orient Black'swan.
4. Hendrik Van den Berg, "International Finance and Open Economy Macro Economics", 2009, 1st Ed. Cambridge.
5. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
6. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
7. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
8. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. Madhu Vij, "International Financial Management", 2010, 3rd Ed. Excel Books.

3.5.1. (HR): Compensation Management

UNIT - I: Introduction to Strategic Compensation Management:

Concept of compensation-Exploring and defining the compensation context-System of compensating-compensation dimensions-concept of reward-Role of compensation in Organization-Non-financial compensation system-Concept of total reward system-New trends in compensation management-The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:

Bases For Traditional Pay System and Modern Pay System-Establishing Pay Plans-Aligning Compensation Strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay-Team Based Pay.

UNIT – III: Designing Compensation System:

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys-Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

UNIT – IV: Employee Benefits Management:

Components-Legally required Benefits-Benefits Administration-Employee Benefits and Employee Services-Funding Benefits through VEBA-Costing the Benefits-Components of Discretionary Core Fringe Compensation-Designing and Planning Benefit Program-Totally Integrated Employee Benefit Program.

UNIT – V: Contemporary Strategic Compensation Challenges:

International Compensation and Competitive Strategies-Executive Compensation Packages-Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules-Compensation for Expatriates and Repatriates-Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Books:

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9th Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich & Newman, "Compensation", 2005, Tata McGraw -Hill, New Delhi.
4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
5. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

3.5.2. (HR): Organizational Development

Unit – I: General Introduction to OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit - II: Foundations of OD:

Models and Theories of Planned Change-(a) Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A 'normative-reductive' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant-Client Relationship.

Unit—IV: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit—V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

Suggested Books:

1. Thomas G. Cummings, Christopher G Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
4. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
5. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books.

3.5.3. (HR): Leadership and Change management

Unit – I: Introduction to leadership:

Traits, styles, skills, behaviors, vision, inspiration and momentum of leadership-International framework for analyzing leadership-Personality Types and Leadership-Five factor model of personality-Leadership perspectives on cultural values, social responsibility and organizational performance-Current issues in leadership-Contemporary leadership styles.

Unit – II: Leadership development programs and models:

Characteristics, types and evaluation of Leadership Development efforts-Trait, behavior, power influence, situational and integrative approaches to leadership-Causal and Normative models-Leader-member exchange theory-LPC model-VIM of self-leadership-Perspectives on change: Contingency, Resource dependence, population ecology, and institutional.

Unit – III: Strategic change process:

Hopson's change curve-Virginia Satir Change Model-Noer's redundancy intervention model-Change path Diagnostics-Reactive and Proactive change path-Nabisco's renewal path-Diagnostic models for Organizational Change-Methods for dealing with resistance to change-Enablers and Barriers to change-Model of cognitive, effective, and behavioral responses to change-Five stages of planned Change.

Unit – IV: Initiating Change:

Weinberg's change process, triggers, drivers and tracers of change-Leavitt model-change mapping, change spectrum, Gestalt change cycle-Tropics Test, Behavioral, cognitive, psycho-dynamic and humanistic approaches to change. Beckhard's change formula-Buchanon and Mc Calman's model of perpetual transition management-Types of individual, group and organizational change. Organizational Change matrix.

Unit – V: Methods and models for change management:

Warfield 6-3-5 method-Rosemary Stewart's model-Tony Buzan's mind maps-Edward de Bono's six thinking hats-Johari window-Nadler and Tushman's congruence model-Scenario analysis-power-interest matrix-Kotter's 8-step change model-Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of Change.

Suggested Books:

1. Cameron & Green, "Making sense of change mgt", 2009, Kogan page.
2. Peter G. Northouse, "Leadership", 2010, Sage.
3. Peter Lorange, "Thought leadership Meets Business", 1st edition, 2009, Cambridge.
4. John ADAIR, "Inspiring Leadership", 2008, Viva Books.
5. Gary Yukl, "Leadership in organizations", 2006, Pearson.
6. A. J. DuBrin, "Leadership", 2005, Wiley.
7. Mark Hughes, "Change management in organizations", 2008, Jaico.
8. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
9. Lussir, "Effective Leadership", 2009, Cengage.
10. Eric Flamholtz & Yvonne Randle, "Leading Strategic Change" 1st Ed. 2009, Cambridge.
11. Ian Palmer, "Managing organizational change", 2008, TMH.
12. Jim Grieses, "Organizational change", 2010, Oxford.
13. Jeffry Russell, "Change Basics", 2006, ASTD Press.
14. N. Sengupta, "Managing change in organizations", 2006, PHI.
15. Srivastava, "Transformation Leadership", 2008, Macmillan.

3.6.1. (M): Product and Brand Management

Unit - I: Product and Branding Decisions:

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

Unit - II: Product Market Evolution:

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

Unit - III: Product Modification and New Product Introduction:

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - IV: Market Segmentation:

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

Unit - V: Product Development and Testing :

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. Organization for product Management.

Suggested Books:

1. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
2. Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
3. Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
4. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
5. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
6. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
7. Chunnawala, "Compendium of Brand Management", 2008, HPH.
8. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
9. Wind Yoram, "Product Policy", 1982, Addison and Wesley.
10. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
11. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.

3.6.2. (M): Promotion and Distribution Management

Unit-I: Marketing Communications:

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II: Developing Integrated Marketing Communications:

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

Unit – III: Personal Selling:

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – IV: Sales Promotion and Support media:

Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.

Support media – Elements of Support media and their role.

Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – V: Distribution Management:

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Suggested Books:

1. Shimp "Advertising and Promotion", 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani "Advertising and Promotion", 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.
4. Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.
5. S.A. Chunnawalla, K.C.Sethia "Advertising", 2010, HPH.
6. SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
7. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
8. Krishna K. Havaldar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
9. Roddy Mullion "Sales Promotion", 2010, Kogan Parge Publishers.
10. Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
11. Ogvinn, Allen & Semenik "Advertising Management", 2010, Cengage Learning.
12. Tony Carter "Sales Force Management", 2008, Jaico Publishers.
13. Rositer & Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.

3.6.3. (M): Marketing Engineering

Unit – I:

Marketing Engineering approach, Key Concepts of Marketing Engineering (ME), Model, Verbal Model, Box and Arrow model, Graphic model, Response Model, Mathematical model, Models Vs Judgements, Trial / Repeat Model, Marketing decision Environment, Tools for Marketing Engineering, Business value of Marketing Engineering, Customer Value, Value in Use assessment, Economic Life time value, Approaches to Measure Customer Value.

Unit – II:

Segmentation, Targeting, Positioning-Traditional Segmentation, targeting, Positioning through Brand Linkages, Perceptual maps, Preference maps, Limitations of Perceptual and Preference Map. Forecasting methods- judgemental Method, Market and Product Analysis method, Time Series methods, Causal Methods, Product Life Cycle, new Product forecasting Models- The bass Model, Bases Model, selection of forecasting methods.

Unit – III:

Market response Models: Concept of a Response Model, response Models- Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models.

Unit – IV:

Strategic Market Analysis, Strategic marketing Decision Making, Advertising Budget Model, Rao & Miller Model, Ad budg model, the Full Model, Advisor Model, Media Decisions, Steps in Ad design, Adcad system, Syntex Approach.

Unit – V:

Geo-demographic analysis, Gravity Model, Pricing Models, Differential Pricing, Competitive Bidding, Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

Suggested Books:

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, "Principles of Marketing Engineering", 2005, P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "Marketing Models", 2005, PHI.
3. Gary L Lilien, Arvind Rangaswamy, "Marketing Engineering", 2006, Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E. Pfeifer, David J. Reibstein, "Marketing Metrics", 2010, Wharton School Publishing.

3.7.1. (S): Relational Database Management Systems (RDBMS)

Unit – I: Database Concepts and Modeling:

Introduction & overview – Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

Unit – II: Relational Languages and Relational Database:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL.

Unit – III: Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

Unit – IV: Distributed and Special Database:

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web.

Unit – V: ORACLE:

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures-indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus.

Suggested Books:

1. Lee Chao, "Database Development and Management", 2010, Special Indian Ed. Auerbach Publications.
2. Abraham Shivershatz, Henry F. Korth & S Sudershan- "Data Base System Concepts", McGraw Hill.
3. Rob & Coronel, "Database Systems", Thomson.
4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall-
5. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson – India Edition.
6. Lemme & Colby, "Implementing and Managing Oracle Databases", Prentice Hall.
7. Hansen & Hansen, "Database Management & Design", Prentice Hall.

3.7.1.1.: RDBMS – LAB Oracle – Practical Syllabus

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data From Table
6. Drop Table
7. Working with All SQL Queries using functions (Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects (i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors
14. Creation of Functions.
15. Creation of Procedures.
16. Creation of Triggers
17. Generation of SQL report
18. Creating forms and working with different objects.
19. Graphics
20. Reports.