

## 4.1: Strategic Management

### Unit: I:

Strategic Management, Definition, The Managerial Process of Crafting and Executing Strategy: Developing a strategic Vision, Mission Statement, Establishing objectives, Crafting & executing strategy. Concept of strategic Intent, A model of elements of Strategic Management: The Strategic Position–Strategic Choices–Strategy in action

### Unit: II:

Strategic Position: Evaluating a Company's external environment–Relevant components of External Environment–Creating the Environmentally aware Organization–The General Environment –Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment–The Competitive Environment–The Macro Environment–Key drivers of change–Porter's Diamond Model–Porter's Five Forces Model–Industry Analysis–Strategic groups–opportunities, threats, Industry Competition, Sources of Competition–Competitor analysis, other internal environment–Strategic Capability–Evaluating a Company's Resources and Competitive Position–Value-Chain Analysis Resources, capabilities and core competencies–Cost Efficiency–Sustaining Competitive Advantage–Diagnosing strategic capability–Managing Strategic capability

### Unit: III:

Strategy Formulation; Business–Level Strategy–Creating and Sustaining Complete Advantages: Strategy and Competitive advantage–Strategic Choices–Bases of Competitive Advantage–Generic Strategies Sustaining Complete advantage–Competitive Strategy in hypercompetitive conditions–Industry Life Cycle Stages: Strategic Implications: Tailoring strategy to fit specific industry and company situations–Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

### Unit IV:

Strategy alternatives: Corporate Level and International Strategy: Creating Value through Diversification–Related Diversification–Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, using offensive and defensive strategies. Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, Supplementing the Chosen Competitive Strategy–Co-operative strategies, Product & Market Diversification–Merger and Acquisition strategies, Strategic Alliances.

### Unit: V:

Strategic Implementation: Strategic Control and Corporate Governance–Responding Effectively to Environmental Change–Attaining Behavioral Control: Instilling a Corporate Culture that promotes Good Strategy Execution–Leading the Strategy Execution Process. Strategy & Leadership, Social Responsibility & Corporate Governance, Corporate Culture: Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship–Crafting a Social Responsibility Strategy, Corporate governance.

### Suggested Books:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 2009, Pearson Ed Ltd, United Kingdom, 2<sup>nd</sup> Ed.
2. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy, - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi.
3. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.

4. Fred R. David, "Strategic Management – Concepts and Cases", 2010, PHI Learning, New Delhi.
5. Loizos Heracleous, "Strategy and Organisation" 1<sup>st</sup> edition, 2009, cambridge
6. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2010, Himalaya Publishing House, Hyderabad.
7. Anthony Henry, "Understanding Strategic Management", 2008, Oxford University Press, New York.
8. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.
9. Marios I. Katsioloudes, "Strategic Management – Global Cultural Perspectives, Butterworth-Heinemann – An imprint of Elsevier", 2009, New Delhi.
10. U.C. Mathur, "Text Book of Strategic Management", 2005, Macmillan Publisher India Ltd, Hyderabad.
11. UPendra Kchru, "Strategic Management, Concepts and Cases", 2010, Excel Book,s New Delhi.
12. Adrian Haberberg & Alison Rieple, "Strategic Management – Theory and Application", 2008, Oxford University Press.
13. Charles W. L. Hill & Gareth R. Jones, "An Integrated Approach to Strategic Management", 2009, Cengage Learning, New Delhi.
14. Mintzberg H, Bruce Ahlstrand, Joseph Lampel, "Strategy Safari", 2009, Pearson education, U. K.
15. Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.
16. Gregory G. Dess, G. T. Lumpkin, Alan B. Eisner, "Strategic Management – test and cases", 2009, Tata McGraw Hill Education Private Limited, New Delhi.

## 4.2: Supply Chain Management

### Unit - I:

- i. Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- collaboration, demand flow, Customer Service, Technology integration, Problems of complexity confronting SCs.
- ii. Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, The role of Modelling, SCOR Model and optimization in SC,.
- iii. Demand Planning, Forecasting, Aggregate planning, Managing Predictable Variability, Bull-whip effect.

### Unit - II:

- i. Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics organization for effective Supply Chain Management, development of integrated logistics strategy, Logistics in Maximizing profitability and cash flow, 3PL, 4PL, International Logistics, Reverse Logistics.
- ii. Sourcing of material, Global sourcing-issues and Problems. e-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships.
- iii. Inventory Management in Supply chain-Role and importance of inventory in SC, Inventory policies, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

### Unit - III:

- i. Transportation in SC, Transportation formats, Modes of Transportation, factors affecting transportation performance, Factors influencing the selection of transporter, modes of transport, Fleet Management, multi model transport, Containerisation, Vehicle Scheduling and routing, Milk run and cross docking.
- ii. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Warehouse management systems. Third party and value added warehousing, Role and importance of Handling systems, Selection of Handling systems.
- iii. Pricing, Revenue Management and role of IT in SCM.

### Unit - IV:

- i. Strategic Issues in Supply Chains-Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Handling systems, Equipment Warehousing, PPP environment, SC restructuring-issues, problems and benefits.
- ii. Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM.
- iii. Lean Manufacturing, Agile Manufacturing, elements of lean manufacturing, Integration of lean manufacturing and SCM.

### Unit - V:

- i. SC Network Design, Distribution network in SC, Channel design, factors influence design, options in distribution network, Role and importance of Distributors in SCM, SC integration- Internal and external, Role and importance and selection of Handling systems in SC integration.
- ii. Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers and Customers and employees.
- iii. Retail SCM- Problems and issues in Transportation, inventory, Packaging and Repackaging. Customer led business, Customer focus in SC, Complaint Handling, Developing customer service strategy, RFID, bar coding.

## **Suggested Books:**

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1<sup>st</sup> Ed.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1<sup>st</sup> ed, 2009, Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1<sup>st</sup> Ed.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1<sup>st</sup> Ed.
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.
13. Stadtler, H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2<sup>nd</sup> Ed.
14. Mentzer, Joha, T, "Supply Chain Management", 2005 Response.
15. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.
16. Sahay, BS, "Supply Chain Management", - in the 21<sup>st</sup> Century, 2009, 1<sup>st</sup> Ed. Macmillan.

### 4.3: Entrepreneurial Development

#### **Unit – I: Entrepreneur and Entrepreneurship:**

Evolution of the Concept of Entrepreneur–Characteristics of an Entrepreneur–Distinction Between an Entrepreneur and a Manager–Functions of an Entrepreneur–Theories of Entrepreneurship–Concept of Entrepreneurship–Growth of Entrepreneurship in India–Role of Entrepreneurship in Economic Development–Concept of Entrepreneurship–Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship–Meaning of and–Need for Rural Entrepreneurship–Problems and Development of Rural Entrepreneurship.

#### **Unit – II: Factors Affecting Entrepreneurial Growth:**

Economic and Non-Economic Factors–Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)–Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

#### **Unit – III: Small Enterprises:**

Definition–Characteristics–Relationship with large units–Rationale–Objectives–Scope of Small Enterprises–Opportunities for an Entrepreneurial career–Role of Small Enterprises in Economic Development–Their problems–Project Identification and Selection–Project Formulation–Project Appraisal–Financing–ownership Structures, MSME act.

#### **Unit – IV: Institutional Finance to Entrepreneurs:**

Commercial Banks–Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs–Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

#### **Unit – V: Venture Capital:**

Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

#### **Suggested Books:**

1. Vijay Sathe, "Corporate Entrepreneurship" 1<sup>st</sup> edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1<sup>st</sup> Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises", 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
11. Donald G. Kuratko and Richard M. Hodgetts, "Entrepreneurship", 2006, Thomson.
12. Raj Agrawal, "Business Environment", 2005, Excel Books.

## 4.4.1(F): Financial Risk Management

### **Unit – I: Introduction to Risk Management:**

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

### **Unit – II: Measurement and Management of Risk:**

Value at risk (VaR): The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management–Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

### **Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts**

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

### **Unit – IV: Techniques and Tools of Risk Management: SWAPS**

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

## **Unit – V: Techniques and Tools of Risk Management: Options**

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM): assumptions.

### **Suggested Books:**

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.
3. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
4. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2<sup>nd</sup> Ed. Cambridge press
6. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7<sup>th</sup> Ed, Pearson Education.
7. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7<sup>th</sup> Ed, Tata McGraw-Hill
9. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
10. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
11. Don M.Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, "Risk Management: Value at Risk and Beyond", 2002, Cambridge press.

## **4.4.2. (F): Banking and Insurance**

### **Unit – I: Introduction to Banking:**

Bank, Customer, Bank-customer Relationship, Role of commercial banks in Economic Development. Evolution of Banking in India–origin, nationalization, reforms, overview of Financial Inclusion in India, Sources of risk in banks. Various services offered by banks, Financial statements of banks with special focus on Indian banks, Analyzing banks' financial statements: CAMELS, Ratings, Key Performance indicators. Sources of Bank Funds- Deposits and Other sources

### **Unit –II: Uses of Bank Funds:**

Features of Bank Credit, types of lending, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPA's:- The gross and net concept of NPA's, causes, implications & recovery of NPA's

### **Unit – III: Regulation and Innovations in Banking System:**

Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I and II.

Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Phone Banking, Net Banking, Banc-assurance. Changing role of Banks as Financial Intermediaries.

### **Unit – IV: Introduction to Insurance:**

Insurance as a Risk Management Technique: Principle of Indemnity, Insurable Interest, subrogation, utmost good faith. Requisites of insurable risks. Characteristics of Insurance contract, Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions, Types of Insurers, Reinsurance: the concept, uses and advantages. Marketing channels: Agents & brokers – professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker, an overview of IRDA.

### **Unit – V: Life Insurance and General Insurance:**

The concept of Life Insurance, types of Life Insurance contracts, Tax treatment of Life Insurance. Life Insurance Products- Term Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance, Classification of Life Insurance: Ordinary, Industrial, Group & Credit, The Actuarial Science: The concept and the responsibilities of an actuary, Provisions of Life Insurance contracts: Settlement Options, Non-forfeiture Options, Dividend Provisions, Optional Provisions and Universal Life Policy Provisions, Special Life Insurance forms: Characteristics, uses, advantages & disadvantages. Health and General insurance–Overview, Types, Third Party Administrators.



**Suggested Books:**

1. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
2. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7<sup>th</sup> Edition.
3. Managing Banking Risk, Hennie Van Greuning, Sonja Brajovic Bratanovic, Jaico Publishing House 2008
4. Banks & Institutional Management, Vasant Desai, Himalaya Publishing House 2010, 2<sup>nd</sup> Edition.
5. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9<sup>th</sup> Edition
6. Risk Management & Insurance, James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, Cengage Learning 2005, 12<sup>th</sup> Edition.
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, Perspectives in a Global Economy, Harold. D. Skipper & W.Jean Kwon, Blackwell Publishing 2008
9. Risk Management & Insurance, S. Aruna Jatesan, T.R. Viswanathan, MacMillan 2009
10. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8<sup>th</sup> Edition.

### 4.4.3. (F): Financial Services and Systems

#### Unit – I:

Financial Services concept and meaning–Financial system–Growing importance of financial services in financial system–Classification–Traditional and Modern view–Fund based and non fund based services–Financial engineering–Need for innovation–New financial products and services–An overview of Indian financial services sector scenario.

#### Unit – II:

Concept of leasing–Classification–Rationale, advantages of leasing–Legal aspects–Lease documentation and contract–Tax and accounting aspects of leasing–Financial evaluation of leasing–NPV and IRR approaches–Break even lease rental- Lease v/s buy decisions  
Hire purchase concept and features–Legal and tax frame work–Financial evaluation of hire purchase–H.P. mathematics–Flat and effective interest rates.

#### Unit – III:

Factoring concept and features–Classification–Functions of factor–Legal aspects–Financial evaluation of factoring–Decision analysis for factoring–Factoring scenario in India–Kalyan Sundaram Committee – RBI guidelines.  
Bill discounting–Concept and characteristics–Process of bill discounting–Legal aspects–Parties involved and their legal obligations–Financial aspects–Calculation of discount charges and effective interest rates.

#### Unit – IV:

Venture Capital Financing–Concept and features–Venture Capital funding process–Funding and entry strategies of VCF–Structuring venture capital financing–Valuation of VCF–Conventional valuation method–First Chicago method–Revenue multiplier method–Exit strategies of VCF–Ventures capital financing scenario in India–Regulatory frame work of VCF.

#### Unit – V:

Merchant Banking concept and evolution–Functions of M.B. eligibility norms–Lead manager–Underwriter–Brokers and Bankers to issue–Registrar–portfolio managers–New issue management process and stages involved–pricing of public issues–Book building process–Green shoe option–Initial public offering–Promoter’s contribution–Preferential issues–SEBI guidelines relating to new issues of securities.

Credit rating concept and advantages of ratings–Types of ratings–Symbols of ratings and grades–Dimensions of credit rating methodology and process–Credit rating agencies in India and their rationale. .

#### Suggested Books:

1. Meir Kohn, "Financial Institutions and Markets", 2009 2<sup>nd</sup> Ed. Oxford University Press.
2. Khan. M.Y., "Financial Services", 2010, 5<sup>th</sup> Ed. Tata McGraw-Hill, Pvt. Ltd., New Delhi.
3. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7<sup>th</sup> Ed. Mumbai.
4. Bharti Pathak, "Indian Financial System", 2010, 3<sup>rd</sup> Ed. Pearson Education.
5. Avadhani. V.A., "Financial Services in India", 2009, 1<sup>st</sup> Ed. HPH.
6. Dr. Gurusamy. S., "Financial Services", Tata McGraw-Hill, Education Pvt. Ltd. 2<sup>nd</sup> Ed., New Delhi.
7. Vasant Desai, "Financial Markets and Financial Services", 2009, HPH, 1<sup>st</sup> Ed., Mumbai.
8. Punithavathy Pandian, "Financial Services and Markets", 2009 Vikas Publishing House.
9. Mishkin. F.S. and Eakins. S.G., "Financial Markets and Institutions", 2006, 5<sup>th</sup> Ed. Pearson Education,
10. Harold L Vogel, "Financial Markets Bubble and Crashes" 1<sup>st</sup> ed, 2009, Cambridge.

### **4.5.1. (HR): Performance Management**

#### **Unit – I: Introduction:**

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs-Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

#### **Unit – II: Performance Appraisal:**

Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

#### **Unit – III: Performance Bench marking:**

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

#### **Unit – IV: Competency mapping and Pay Plans:**

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model-Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

#### **Unit – V: Performance Metrics and Models:**

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

#### **Suggested Books:**

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

## 4.5.2. (HR): Labour Laws and Employee Relations

### Unit – I:

Labour Legislation Administration: The classification of labour laws–The scheme for the structured study of the Acts–Labour Administration–Evolution of labour administration in India–labour policy in India–Judiciary and the child labour–Right to education and child labour–Public Interest litigation and child labour–labour administrative machinery of the government the role of ILO In labour administration–Recommendations of the Second National Commissioner on Labour–2002.

### Unit – II:

Employee Benefits–Defining and exploring employee benefits–Employee benefits practice–Legal and regulatory influences on discretionary benefits practices– the economics of employee benefits–regulating employee benefits–social security legislations–major legislations–The ESI Act–1948–the maternity benefit act–1961–the workmen’s compensation act–1923–the payment of gratuity act–1972–Employee provident funds and miscellaneous provisions act–1952. Retirement, health and life insurance

### Unit – III:

Wage Legislation and administration: The need for wage legislation–payment of wages act–1936–the minimum wages act–1948–the payment of bonus act–1965–equal remuneration act–1976–the context and concepts of wage–wage administration in India–Components and determinants of wage–wage structure towards a wage policy.

### Unit – IV:

The Trade Unions Act 1926–the trade union leadership and linkage of trade union–with potential parties–problems of trade union recognition and government policy–trade and collective bargaining–problems and issues involved in collective bargaining–extent of success of collective bargaining process–collective bargaining in promoting industrial amity and peace–Industrial Employment (Standing Orders) Act–1946.

### Unit – V:

Industrial Relations–basic concept and philosophy of industrial relations–evolution and growth of industrial relation in India–factor influencing industrial relations in India–Industrial relations to Employee Relations–differences in perspectives–employee relations at work place–culture and employee relations–future of employee relations industrial conflict–types and causes of industrial disputes–machinery for the prevention and settlement of industrial disputes.

### Suggested Books:

1. P.N. Singh and Neeraj Kumar, "Employee Relations Management", 2010, Pearson Education, New Delhi.
2. Joseph J. Mortocchio, "Employee Benefits", 2010, Tata McGraw Hill, New Delhi.
3. P. K. Padhi, "Labour and Industrial Laws", 2009, PHI Learning Pvt. Ltd.
4. S.C. Srivatsava, "Industrial Relations and Labour Laws", 2008, Vikas Publishing House, New Delhi.
5. C.S. Venkat Rathnam, "Industrial Relations", 2009, Oxford University Press – New Delhi.
6. B. D. Singh, "Labour Laws for Managers", 2009, Excel Books.
7. R. Sivarathna Mohan, "Industrial Relation and Labour Welfare", 2010 PHI Learning Pvt. Ltd.

### 4.5.3. (HR): Talent and Knowledge Management

#### Unit – I:

Meaning and importance of talent management. Designing and building a talent reservoir–Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

#### Unit – II:

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

#### Unit – III:

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

#### Unit – IV:

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management–Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

#### Unit – V:

Organizational impacts of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

#### Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", 1<sup>st</sup> ed, 2009, Cambridge.
4. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
6. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
7. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
9. Stuart Barnes(Ed) "Knowledge Management Systems". Cengage Learning.

## 4.6.1. (M): Consumer Behaviour

### Unit – I:

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

### Unit – II:

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

### Unit – III:

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

### Unit – IV:

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

### Unit – V:

Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

### Suggested Books:

1. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
2. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
3. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
4. Gary Lilien, "Marketing Models", 2000, PHI.
5. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
6. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
7. Deon, "Buyer Behavior", 2005, Oxford University Press.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

## **4.6.2. (M): Services and Global Marketing**

### **Unit – I: Service:**

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

### **Unit – II: Service marketing Mix:**

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

### **Unit – III: Strategies for Marketing:**

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

### **Unit – IV: Introduction to Global Marketing**

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

### **Unit – V: International Brands and International Products**

Identifying Global customer needs–Satisfying Global Customers–Coordinating Marketing Activities–Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing .

### **Suggested Books:**

1. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.
2. S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
3. Francis Cherunilam, "International Marketing", 2008, HPH, Mumbai, 11<sup>th</sup> Ed.
4. P. K. Vasudeva "International Marketing", 4<sup>th</sup> Ed Excel Books, New Delhi.
5. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
6. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5<sup>th</sup> Ed, Pearson Ed.
7. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.
8. Philip R Careora, John L Graham, Prashant Salwan, "International Marketing", Tata McGraw Hill Pvt. Ltd. New Delhi.
9. Dr. Gajendra Sharma, "International Marketing, Test and Cases", Excel Books, New Delhi.
10. Kate, Jean Pierre, H. David, "International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
11. Svend Hollensen & Madhumita Banerjee, "Global Marketing", 2010, 4<sup>th</sup> Ed. Pearson Publications.
12. Onkavisit, "International Marketing", 2008, 5<sup>th</sup> Ed. Routledge Publications.

### **4.6.3. (M): Customer Relationship Management**

#### **Unit – I: Evolution of Customer Relationship:**

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing,

#### **Unit – II: CRM Concepts:**

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

#### **Unit – III: Planning for CRM:**

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

#### **Unit – IV: CRM and Marketing Strategy:**

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

#### **Unit – V: CRM Planning and Implementation:**

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

#### **Suggested Books:**

1. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2009, a division of Reed Elsevier India Pvt. Ltd., 2<sup>nd</sup> Ed.
2. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 2009, TMH.
3. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1<sup>st</sup> edition, 2009, Cambridge.
4. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
5. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2005, Pearson Education.
6. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2008, Excel Books, 2<sup>nd</sup> edition.



### **4.7.1. (S): E – Business**

#### **Unit – I: E-Business Overview:**

Traditional Commerce Vs E-Commerce- E-commerce and E-Business- Categories of E-Commerce- Development and Growth of E-Commerce-Advantages and Disadvantages of e-commerce- International Nature of e-commerce.

#### **Unit – II: E-Business Infrastructure:**

E-Commerce architectural framework-The Internet and WWW-Internet Protocols-Internet, Intranet and Extranets-Internet connection options-Security Issues in E-Commerce environment-Encryption Techniques-Payment systems-Types of Payments-Legal, Ethical and Tax Issues in E-commerce.

#### **Unit – III: Online Marketing and Supply Chain Management:**

Online Marketing-Business Models of E-Marketing-Online Advertisement-Advertisement Methods & strategies-Online retailing-E-Auctions.

Supply Chain Management-Procurement Process and the Supply Chain-Types of Procurement-Multi tier Supply Chains-Trends in Supply Chain Management.

#### **Unit – IV: Online Services:**

Online Financial Services- Online Banking & Brokerage, Online Insurance Services- Online Real Estate services-Online Travel Services-Online Hospitality Services-Online Recruitment Services- Online Publishing Services-Online Entertainment-E-Learning.

#### **Unit – V: Mobile Commerce:**

Definition of Mobile Commerce-Mobile Commerce Framework-Growth of Mobile Commerce-Benefits & Limitations of Mobile Commerce-Mobile Network Infrastructure-Information Distribution for Mobile Networks-Multimedia Content Publishing-Mobile Payment Models-Mobile Commerce Applications

#### **Suggested Books:**

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce-Business, Technology, Society", Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce-Framework, Technologies and Applications", 3<sup>rd</sup> Edition. Tata McGraw, Hill,
4. Efraim Turban, Tae Lee, David King & H. Micheal Chung, "Electronic Commerce-A Managerial Perspective", Pearson Education Asia.
5. CSV Murthy, "E-commerce-Concepts, Models & Strategies", HPH.
6. J. Christopher Westland & Theodore H K Clark, "Global Electronic Commerce – Theory and Case Studies", Oxford Universities Press.
7. Martin Bichler, "The Future of e-Markets", Cambridge press.