**THIRUVALLUVAR UNIVERSITY**

**VELLORE**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**M.B.A (Human Resource Management)**

(Effective from the Academic year 2020-2021)

**The Course of Study and the Scheme of Examinations**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S No** | **Study components** | | **ins. hrs/ week** | **credit** | **Title of the paper** | **Maximum marks** | | |
| **Course title** | | **CIA** | **Uni. Exam** | **Total** |
| **SEMESTER I** | | | | | |
|  | Core | Paper 1 | 6 | 4 | Management Principles | 25 | 75 | 100 |
|  | Core | Paper 2 | 6 | 4 | Accounting for Managers | 25 | 75 | 100 |
|  | Core | Paper 3 | 6 | 4 | Managerial Economics | 25 | 75 | 100 |
|  | Core | Paper 4 | 6 | 4 | Research Methodology | 25 | 75 | 100 |
| **Internal elective for same major students (choose any one)** | | | | | | | | |
|  | Core Elective | Paper - 1 | 3 | 3 | 1. Business Communication | 25 | 75 | 100 |
| 1. Organizational Behavior |
| 1. Knowledge Management |
| **External elective for other major students (inter/multi disciplinary papers)** | | | | | | | | |
|  | Open Elective | Paper - 1 | 3 | 3 | 1. Communication Skills for Managers | 25 | 75 | 100 |
| 1. Compensation management. |
| 1. Operation Research |
|  |  |  | **30** | **22** |  | **150** | **450** | **600** |
|  | | | | | | | | |
| **SEMESTER II** | | | | |  | **CIA** | **Uni. Exam** | **Total** |
|  | Core | Paper 5 | 6 | 4 | Human Resource management | 25 | 75 | 100 |
|  | Core | Paper 6 | 6 | 4 | Financial Management | 25 | 75 | 100 |
|  | Core | Paper 7 | 6 | 4 | Marketing Management | 25 | 75 | 100 |
| **Internal elective for same major students (choose any one)** | | | | | | | | |
|  | Core Elective | Paper- 2 | 5 | 3 | 1. Operations Management | 25 | 75 | 100 |
| 1. Customer Relationship Management |
| 1. Social Psychology |
| **External elective for other major students (inter/multi disciplinary papers)** | | | | | | | | |
|  | Open Elective | Paper - 2 | 5 | 3 | 1. Company Law. | 25 | 75 | 100 |
| 1. Consumer Behaviour |
| 1. Managerial Behavior And Effectiveness |
|  | \* Field Study | |  | 2 |  | 100 | - | 100 |
|  | Compulsory Paper | | 2 | 2 | Human Rights & Duties | 25 | 75 | 100 |
|  |  | | **30** | **22** |  | **250** | **450** | **700** |
|  |  | |  |  |  |  |  |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S No** | **Study components** | | **ins. hrs/ week** | **credit** | **Title of the paper** | **Maximum marks** | | |
| **Course title** | | **CIA** | **Uni. Exam** | **Total** |
| **SEMESTER III** | | | | | |
|  | Core | Paper 8 | 5 | 4 | Management Information System | 25 | 75 | 100 |
|  | Core | Paper 9 | 5 | 4 | Human Resource Development | 25 | 75 | 100 |
|  | Core | Paper 10 | 5 | 4 | Industrial and Labour Relations | 25 | 75 | 100 |
|  | Core | Paper 11 | 5 | 4 | Modern Banking | 25 | 75 | 100 |
| **Internal elective for same major students (choose any one)** | | | | | | | | |
|  | Core Elective | Paper - 3 | 5 | 3 | 1. Training and Development | 25 | 75 | 100 |
| 1. Performance Management |
| 1. Negotiations and Conflict Management |
| **External elective for other major students (inter/multi disciplinary papers)** | | | | | | | | |
|  | Open  Elective | Paper - 3 | 5 | 3 | 1. Retail Management | 25 | 75 | 100 |
| 1. Personal Effectiveness. |
| 1. International Business |
|  | \*\* MOOC Courses | | - | - |  | - | - | 100 |
|  |  |  | **30** | **22** |  | **150** | **450** | **700** |
|  | | | | | | | | |
| **SEMESTER IV** | | | | |  | **CIA** | **Uni. Exam** | **Total** |
|  | Core | Paper 12 | 5 | 5 | Entrepreneurial Development | 25 | 75 | 100 |
|  | Core | Paper 13 | 5 | 4 | Business Environment | 25 | 75 | 100 |
|  | Core | Paper 14 | 5 | 4 | Strategic Human Resource Management | 25 | 75 | 100 |
|  | Core | **Project** | 5 | 5 | Project with Viva Voce (**Compulsory)** | 100  (75 Project + 25 Viva) | | 100 |
| **Internal elective for same major students (choose any one)** | | | | | | | | |
|  | Core Elective | Paper- 4 | 5 | 3 | 1. Organizational Development | 25 | 75 | 100 |
| 1. HR Analytics |
| 1. International Human Resource Management |
| **External elective for other major students (inter/multi disciplinary papers)** | | | | | | | | |
|  | Open Elective | Paper - 4 | 5 | 3 | 1. Logistics and Supply Chain Management | 25 | 75 | 100 |
| 1. Services Marketing |
| 1. Quality Management |
|  |  |  | **30** | **24** |  | **125** | **375** | **600** |
|  |  |  | **120** | **90** |  |  |  | **2600** |
|  | | | | | | | | |

**\* Field Study**

There will be field study which is compulsory in the first semester of all PG courses with 2 credits. This field study should be related to the subject concerned with social impact. Field and Topic should be registred by the students in the first semester of their study along with the name of a mentor before the end of the month of August. The report with problem identification and proposed solution should be written in not less than 25 pages in a standard format and it should be submitted at the end of second semester. The period for undergoing the field study is 30 hours beyond the instructional hours of the respective programme. Students shall consult their mentors within campus and experts outside the campus for selecting the field and topic of the field study. The following members may be nominated for confirming the topic and evaluating the field study report.

(i). Head of the respective department

(ii). Mentor

(iii). One faculty from other department

\*\***Mooc Courses**

Inclusion of the Massive Open Online Courses (MOOCs) with zero credits available on SWAYAM, NPTEL and other such portals approved by the University Authorities.

**THIRUVALLUVAR UNIVERSITY**

**MASTER OF BUSINESS ADMINISTRATION (MBA-HR)**

**SYLLABUS**

**UNDER CBCS**

(With effect from 2020-2021)

**SEMESTER III**

**PAPER - 8**

**MANAGEMENT INFORMATION SYSTEM**

**Course Objectives:**

1. To develop conceptual understanding about latest developments in the field of Information Technology and the impact of I.T. in managing a business.

2. To learn to use Information Technology to gain competitive advantage in business.

3. To learn from, with a view to emulate, entrepreneurial ventures in e-Commerce and m-Commerce.

**Course Outcomes:**

Students shall be able to Understand the use of Information Technology with its impact in managing a business and gaining the competitive advantage in business.

* Understand the System concepts and the use of Information Technology.
* Understand the Information Reporting System.
* Understand the decision making process.
* Understand the use of Information Technology with its impact in managing a business and gaining the competitive advantage in business.
* Understand Societal challenges of Information technology

**Unit-I**

Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

**Unit-II**

IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems-Information Reporting System - Information for Strategic Advantage – Introduction to data Management system – componants of DBMS – Types of models.

**Unit-III**

DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; Overview of AI, Neural Networks, Fuzzy Logic Systems - Expert Systems.

**Unit-IV**

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply chain management & Global Information technology Management.

**Unit-V**

Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Ethics for IS professional - Societal challenges of Information technology.

**Text Books**

1. Steven Alter, Information Systlims - A Management Perspective Addison Wesley 1991.
2. James A O'Brein Management Information System Tata Mcgraw Hill New Delhi, 1991.
3. Kenneth C. Laudon and Jane Price Laudon Management Information system - Managing the digital firm, Pearson Education, Asia 2002 PHI.
4. Gordon B. Davis Management Information System Conceptual Foundations. Structure and Development, McGraw Hill 1974.

**References**

1. Turban Mc Lean and Wetherbe, Information technology for Management making connections for strategic advantage, John Wiley 1999.
2. Ralph M. Stair and George W. Reynolds, Principles of Information Systems - A Managerial Approach. Thomson Learning 2001.
3. Kendall & Kendall Systems Analysis and Design. Prentice Hall of India, New Delhi.
4. Panneerselvam, R , database management system Second Edition PHI Learning Pvt. Ltd., New Delhi, 2012.

**PAPER - 9**

**HUMAN RESOURCE DEVELOPMENT**

**Objective:** The objective of this course is to co-create a comprehensive view of Human Resource Development (HRD) through assessment of theories and practices of HRD.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To build an understanding and perspective of Human Resource Development as discipline appreciating learning.

**CO2:** To learn the skills of developing a detailed plan for need and implementation of HRD program in the organization.

**CO3:** To learn role of learning in action as an individual, group and an organization in order to develop creative strategies to organizational problems.

**CO4:** To develop a perspective of HRD beyond organizational realities including national HRD.

**CO5:** To understand contemporary realities of HRD and its interface with technology.

**Unit I-**

**Introduction to Human Resource Development:** Historical perspective, contemporary realities and future of HRD; Andragogy and life-long learning; Integrating learning with work.

**Unit II-**

**Human Resource Development Process:** Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD programs.

**Unit III-**

**Human Resource Development Activities:** Action learning, assessment and development centers; Intellectual capital and HRD; Role of Trade Unions; Industrial relations and HRD.

**Unit IV-**

**Policy perspective of Human Resource Development:** National HRD, workforce development, strategic HRD, talent management and leadership development.

**Unit V-**

**HRD Trends:** Emotions and self-development; Integrating HRD with technology coaching and mentoring; Competency framework of HRD- Understanding the competency mapping framework, analyzing steps in competency mapping; Balanced score card, appreciative inquiry.

#### Text Books

* 1. Mankin, David (2009). *Human Resource Development*. Delhi: Oxford University Press.
  2. Rao, T.V. (2005). *Future of HRD*. Macmillan Publishers India.
  3. David McGuire, Human Resource Development: Theory and Practice- SAGE Publications- 2011

**Reference Books**

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao .P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subba rao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

**PAPER - 10**

**INDUSTRIAL AND LABOUR RELATIONS**

**Learning Objectives:**

* To know the development and the judicial setup of Labour Laws.
* To learn the salient features of welfare and wage Legislations.
* To learn the laws relating to Industrial Relations, Social Security and Working condition

**Learning Outcome:**

* Students will know the development and the judicial setup of Labour Laws.
* Be aware of the present state of Industrial relations in India.
* Be acquainted with the concepts, principles and issues connected with trade unions
* Collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution. Understand the various processes and procedures of handling Employee Relations.
* Understanding basic worker welfare legislations.

**UNIT-I**

Industrial Relations Perspectives: Concept and Significance - IR Systems - Structure of IR dept. - Role of IR Officer - Industrial Relations and the Emerging Socio Economic Scenario

**UNIT-II**

Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management - Code of Discipline and Code of Conduct - Grievance Management

**UNIT-III**

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements; Participative Management and Co-ownership; Productive Bargaining and Gain Sharing - Discipline - forms of indiscipline - Stages in disciplinary proceedings - punishment.

**UNIT-IV**

Collective Bargaining and Settlements including present status - Industrial Relations and Technological Change - ILO - Aims and Role in Promoting Industrial Peace

**UNIT-V**

Objective of workers Education - Recommendations of National Commission on Labour - Workmen Compensation Act, 1923 - Maternity Benefit Act - ESI Act - Legislation regarding gratuity - Provident Fund - Pension - Concept and Growth of Labour Welfare in India - Role, Responsibilities and Duties of Welfare officer.

**Text Books**

1. Dheodar, Punekar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relation, Mumbai, Himalaya Publication, 1994
2. Mamoria C. B. & Mamoria S.; Dynamics of Industrial Relations in India; Mumbai, Himalaya Publication, 1994
3. P.R.N. Sinha, Indu Bala Sinha, Seema priyadarshini, Industrial Relations, Trade Unions and Labor Legilation, Pearson, New Delhi, 2010
4. Tripathi P.C.: Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi, 2001.
5. A.M. Sarma Aspects of Labor welfare and Social Security, Mumbai, Himalaya Publication, 2010.

**Reference Books**

1. Gopal R. C.: An Introduction to Industrial Employment, Discipline & Disputes, New Delhi, Sultan Chand & Sons, 2001.
2. Nilland J.R. etc.: The Future of Industrial Relations, Sage Publications, New Delhi, Sage Pub., 1994.
3. Saxena R.C.: Labour Problems & Social Welfare, Meerut, K. Nath & Co., 1994.

**PAPER - 11**

**MODERN BANKING**

**Course Objective:**

1. To provide the students with the latest development in the field of Banking and Financial System.
2. To evaluate the theories relating to the role of banks as financial intermediaries.
3. Understand the role of transactions costs and informational asymmetries in the operation of the banking system.
4. To understand how bank-based systems differ from market-based systems.
5. To enhance and analyses the various bank performance measures.

**OUTCOME:**

1. To enhance the functions of Commercial Banks and Central Bank.
2. To learn the various types of deposits.
3. To understand the E-Banking and Internet Banking & Mobile Banking
4. To enhance Electronic fund transfers system.
5. To learn about Electronic payment systems

**Unit – I:**

Banking – Meaning – Definition – History of Banking – Banking System - Unit Banking Branch Banking - Mixed Banking –Commercial Banking – Functions - Credit Creation – Money Market – Characteristics – Constituents of Indian money market.

**Unit – II:**

Central Banking – Functions – Credit Control Devices – RBI – Functions – Different Departments of RBI.

**Unit – III:**

**N**ationalizations of Commercial Banks – Causes – Achievements – Pitfalls – SBI – SBI Groups – Functions – SBI and Industrial finance – SBI Rural Finance – RRBs - Functions – Co-operative Banks – Co-operative Credit Structure – Achievements of Co-operative Banking – Challenges.

**Unit – IV:**

E-Banking – Meaning - Benefits – Internet Banking Services – Drawbacks – Mobile Banking – Features – Drawbacks – Call Centre Banking – Features – Challenges – ATM – Types - Features – Benefits – Challenges – Credit Cards – Benefits – Constraints – Debit Card – Benefits – Smart Card – Features – Biometric Cards – Features – MICR Cheques – Benefits.

**Unit – V:**

**E**lectronic Fund Transfer (EFT) - RBI Guidelines – Benefits of Electronic Clearing Systems – E-Cheques – E-Money – Real Time Gross Settlement (RTGS) – Benefits to Banker and Customer – Cheque Transaction – Core Banking Solutions (CBS) – Benefits – Single Window Concepts – Features.

**Text Books**

1. K.P.M.Sundaram and E.N.Sundaram, Modern Banking, Sultan Chand & Sons, new Delhi.
2. Dr.S.Gurusamy, Banking Theory Law and Practice – Vijai Nicole Publications.
3. Shekhar & Shekhar, Banking and Financial System, Margham Publications, Chennai – 17.
4. Radhaswami and Vasudevan, A Text book of Banking (Law, Practice and Theory of Banking).

**Reference Books**

1. B.Santhanam, Banking and Financial System, Margham Publications, Chennai -17.
2. Vijaya Iyengar, Introduction to Banking – Excel Book Publication, New Delhi.
3. S.K. Baral, Modern Bank Management, Skylark publications - Delhi.
4. Principles and Practice of Banking - Macmillan New Edition.

**CORE ELECTIVE**

**PAPER - 3   
(to choose one out of 3)**

**A. TRAINING AND DEVELOPMENT**

**Objectives:**

1. To select appropriate training methods based on training objectives, trainee characteristics, and organizational constraints
2. To conduct needs assessment to determine whether and what kind of training is necessary.
3. To evaluate and create conditions to ensure employees’ readiness for training.
4. To determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
5. To understand how assessment, relationships, courses, and job experiences can be used for development

**Course outcomes:**

1. Learn the practical applications of training and development theories in recent times.
2. Learn to design training programmes for diverse workforce.
3. Understand the role of development officers.
4. Evaluate training and development programmes.
5. Recognize the mechanism of career development programmes

**Unit–I : Introduction**

Concepts of training and development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Role, Responsibilities and Challenges to Training Managers.

**Unit–II : Training Techniques**

Techniques of on the job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off the job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

**Unit–III : Career – Planning**

Concept of Career – Career Stages - Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management

**Unit–IV : MDP**

Concept of management development programme – Components of MD programme. Management Development Institute: Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

**Unit–V : Training Institutions**

Need for Training in India – Government – policy on Training – Training institutes in India – Management development programmes in public sector and private sector organizations.

**Text Books**

1. Rolf Lynton, Udai Pareek: Training for Development, New Delhi, Sage Publications India (P) Ltd., 1990.
2. Raymond Andrew Noe: Employee Training & Development, New Delhi, Tata McGraw Hill, International Ed., 1999.
3. Lynton, R Pareek, U.: Training for Development, New Delhi, Vistaar, 2nd ed., 1990.

**Reference Books**

1. Rao PL: HRD through In-House Training, New Delhi, Vikas Publishing House

(P) Ltd., 1998

1. Reid, M.A.: Training Interventions: Managing Employee Development London, IPM, 3rd ed., 1992.
2. Aggarwala, D. V., Manpower Planning, Selection, Training and Development, New Delhi, Deep & Deep Publications (P) Ltd., 1999.

**CORE ELECTIVE**

**PAPER - 3   
B. PERFORMANCE MANAGEMENT**

**Course Objective:**

- This paper aims to impart the understanding about the performance management

system and strategies adopted by the organizations to manage employees’

performance.

- This paper also intends to give insights on how to identify, integrate, and retain talent

in an organization to deliver high performance.

- To examine the importance of an effective performance management system in

helping organizations define and achieve long term and short term goals vital to its

overall success.

**Course Outcome**

CO – 1: To study the role of performance management in an organization.

CO – 2: Compare and contrast various organizational performance management

programs and best practices and define attributes of effective performance

management systems.

CO – 3: Employ job-related performance standards and performance indicators

that reflect the employees range of responsibilities.

CO – 4: Assess how increased employee involvement can contribute to effective

performance and coach employees to identify career paths and resources available

to support individual development.

CO – 5: Arrange the appropriate current trend in performance management system.

**UNIT I INTRODUCTION**

Definition, concerns and scope - Historical developments in Performance Management - aims and role of PM systems, characteristics of an ideal PM systems, performance management process, Performance appraisal Vs performance management

**UNITII PERFORMANCE APPRAISAL SYSTEMIMPLEMENTATION** Setting objectives - Organisational and individual performanceplans - determinants of performance Components of Managingperformance and development plan - setting mutual expectations andperformance criteria.approaches to measuring performance, diagnosing thecauses of poor performance.

**UNIT III CONDUCTING STAFF APPRAISALS**

Purpose of Appraising - Methods of appraisal, objectives, skill required, the roleof the appraiser, job description & job specification, appraisal methods, raters errors, data collection, conducting an appraisal interview, follow up & validation.

**UNIT IV PERFORMANCE MANAGEMENT & EMPLOYEE DEVELOPMENT**

Personal Development plans, 360 degree feedback as a developmental tool performance management & reward systems; performance linked remuneration system, performance linked career planning & promotion policy.

**UNIT V.**

**CURRENT TRENDS IN PERFORMANCE MANAGEMENT SYSTEM** Performance Consulting, concept, organizing performance improvement department, Potential appraisal use of technology, issues and concern in performance management.Building and leading High performing teams – team oriented organizations - developing and leading high performing teams.

**Text Books:**

T.V. Rao: ‘Performance Management and Appraisal Systems’; Response Books;

2011.

Chadha, Performance Management: It’s About Performing – Not Just Appraising,

McMillan India Ltd, 2003.

**References:**

Herman Aguinis, Performance Management, Pearson Education, 2012.

Dixit Varsha, Performance Management, Vrinda Publications Ltd,2009

Michael, Armstrong , Performance Management, Kogan Page,2003

**CORE ELECTIVE**

**PAPER - 3**

**C. NEGOTIATION AND CONFLICT MANAGEMENT**

# OBJECTIVES:

* + To develop an understanding of the nature and strategies of negotiation.
  + To understand conflict and strategies to resolve the conflict.

**COURSE OUTCOMES:**

1. The fundamentals of Negotiation, Types, process and techniques
2. Strategies and tactics in Negotiation
3. The basics of Conflict management, models, approaches and process
4. Managing interpersonal, group and organizational conflict
5. Conflict resolution models and cost of workplace conflict

# UNIT I:FUNDAMENTALS OF NEGOTIATION

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values- Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence-Techniques of Negotiation- Issues in negotiation.

# UNIT II:NEGOTIATION STRATEGIES

strategy and planning for negotiation- Strategy and Tactics for distributive bargaining - Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

# UNIT III:INTRODUCTION TO CONFLICT MANAGEMENT

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

# UNIT IV: MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

# UNIT V:CONFLICT RESOLUTION AND COST

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution-Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.

# REFERENCES:

1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007
3. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
4. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
5. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
6. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
7. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
8. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
9. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

**OPEN ELECTIVE**

**PAPER - 3**

**(to choose one out of 3)**

**A. RETAIL MANAGEMENT**

**Course objective:**

1. To bring out the importance of traditional retailing-brick and Motor stores.

2. To create awareness on various retailers strategies.

**Course outcome:**

* Illustrate the various types of retailing formats.
* Educate them with the importance of retailers and manufacturers brands
* Emphasize the importance of retail location.
* Learn the strategy to improve on the retail promotion.
* Update the latest technological intervention in retailing.

**Unit-I**

Retailing - An introduction: Definition, Functions, Importance, Types of retailing - Store and Non Store; Retailing in India - Current Scenario, Retailing from International perspectives; Consumer buying decision process - influencing factors, Consumer shopping behavior.

**Unit-II**

Retail planning - Purpose, method, structure and monitoring the plan; Retail brand management- positioning, personality, Types of brand, Brand and life cycle; Merchandise management - Meaning, Methods, Assortment and Inventory; Purchase negotiation, Supply channel and relationship, SCM principles, and retail logistics.

**Unit-III**

Retail location decision - Trading area analysis, Types of location Site evaluation; Store design - layout and space management, Visual merchandising and displays; Retail pricing - approaches, influencing factors, Price sensitivity, and mark down policy.

**Unit-IV**

Retail promotion - setting objectives, Role of advertisiting, sales promotion, personal selling public relations and relationship marketing in retailing; Human resource issues and considerations; Customer service management.

**Unit-V**

Impact of information technology in retailing - Integrated systems and Networking EDI, Bar Coding, Customer database management. Electronic retailing - Role of web, on line retailing, Factors to be considered in having a Web site, limitations of web and future trends; Consumerism and Ethics in retailing - Social and Green issues; Retail audit.

**Reference and Text Books**

1. Berman and Evens, *Retail Management*, PHI.
2. David Gilbert, *Retail Management*, Financial Time/Prentice Hall.
3. Gibson Vedamani, *Retail Management*, Jaico Books.
4. Levy & Weitz, *Retail Management*, Tata McGraw Hill.

**OPEN ELECTIVE**

**PAPER - 3**

**B. PERSONAL EFFECTIVENESS**

# OBJECTIVES :

* + To enhance one's own self awareness and understand others.
  + To explore one's own feelings and behavior.

**COURSE OUTCOMES :**

CO1. The learners can develop a better understanding of themselves and others. CO2. The learners can develop themselves to be a better person.

CO3. The learners will gain knowledge about appropriate style of managerial communication.

CO4. The learners will acquaint with the ability to influencing others

CO5. The learners are competent in the process of transactional analysis .

# UNIT I:SELF AWARENESS AND MANAGEMENT

Personal Effectiveness- Definition -Emotional Intelligence - Understanding oneself- Importance self knowledge - Stress and EI- Competence and Personal Competency - Personal Competency Models- Learning- Importance of Ongoing Learning- Learning and Unlearning- Personal Change- Impression Formation and Impression Management.

# UNIT II:BUILDING TEAMS

Team Building methods and strategies - Leadership and Team Building - Nature of Power- Creating Effective work teams- Impact of Motivation and Delegation on Team Building - Participative Decision Making.

# UNIT III:COMMUNICATION

Interpersonal Communication - Strategies and Issues - Culture, Diversity and Communication - Communicating Within Teams, Organizations -Communicating Outside Organizations - Assertiveness - Persuasion - Strategies.

# UNIT IV:INFLUENCING OTHERS

Influence- Objectives - Methods of Influence - Individual responses to Influence - Exerting Influence- Common Influencing Problems and Solutions- Agression - Coping with Agression

- Negotiations- Convincing People - Developing and Using Contacts

# UNIT V:TRANSCATIONAL ANALYSIS AND NLP

Concept of Self- Feeling Self- Thinking Self- Believing Self- Transcations- Transcational Analysis - Structural Analysis -TA and Self Awareness- Concept of strokes- Making Sense of LIfe- Therapeutic Enquiry- Assessing suitability and Implementation of TA as therapy- NLP Basics - Managing Self with the power of NLP: Life Planning, Personal Vision and Mission.

# REFERENCES :

1. Personal Effectiveness. 3rd Edition- CMI- Alexander Murdock and Carol N. Scutt, Routledge Publishing, 2003, 2011
2. Brilliant Personal Effectiveness. Douglas Miller, 2015, Pearson Education
3. An Introduction to Transactional Analysis: Helping People to Change, Phil Lapworth and Charlotte Sills, 2011, Sage Publications.
4. NLP: The Essential Guide to Neuro-Linguistic Programming, Tom Hoobyar, Tom Dotz, Susan Sanders, Harper Collins Publishers. 2013
5. The Seven Habits of highly effective people- Steven Covey, 2013, 25th Anniversary Edition, The Bath Press.

**OPEN ELECTIVE**

**PAPER - 3**

# C. INTERNATIONAL BUSINESS

**OBJECTIVE:**

* + To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.

# UNIT I:AN OVERVIEW OF INTERNATIONAL BUSINESS

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO.

# UNIT II:THEORIES OF INTERNATIONAL TRADE AND INVESTMENT

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment : Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.

# UNIT III:GLOBAL ENTRY

Strategic compulsions-– Strategic options – Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

# UNIT IV:PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS

Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

# UNIT V:HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

**OUTCOMES:**

CO1 In Depth knowledge of driving factors of international Business

CO2 Understanding of theories of trade and investment practiced in the global world CO3 Deep Insights in to various market entry strategies followed by Global Organizations

CO4 Ability to identify the various global production and suppl chain issues and have an understanding of foreign exchange determination system

CO5 Enhance the cognitive knowledge of managing business across the cultures

# REFERENCES :

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi,12 th edition.
5. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

**SEMESTER IV**

**PAPER - 12**

**ENTREPRENEURIAL DEVELOPMENT**

To enrich the students towards the knowledge of entrepreneurial skills and to make the students understand the approaches to attain the goals of the business.

**Course Outcomes**

* To aiming to develop students about Role and Responsibility of Entrepreneurs in Indian context.
* To create an awareness on various Entrepreneurship Development Programme
* To enable them to understand project formulation
* To familiarize the students with various financial institutions.
* To enable them to understand Growth Strategies in Small Business.

**Unit–I**

Definition - Concept - Classification and types of entrepreneurs - Entrepreneurial Traits – Entrepreneurial scene in India - Role and Responsibility of Entrepreneurs in Indian business context –Factors influencing Entrepreneurship – Achievement Motivation – Entrepreneurial Development Programme: Role and objectives of the EDP programme.

**Unit–II**

Women Entrepreneurship –Concept, Functions, Growth and problems of Women Entrepreneurship – Strategies for the development of women entrepreneurs - Rural Entrepreneurship –Meaning, Need and Problems of Rural Entrepreneurship.

**Unit-III**

Project Identification and Selection - Project Formulation – Project Appraisal – Financing of Enterprise.

**Unit–IV**

Institutional Finance to Entrepreneurs – Commercial Banks and Other Financial Institutions – IDBI – IFCI – ICICI – LIC – UTI – SFC – Institutional Support to Entrepreneurs – SIDO – DICs – SISI - TCOs.

**Unit–V**

Growth Strategies in Small Business – Sickness in Small Business – Export Documents and procedure for small business – E-Commerce and Small Enterprises .

**Text Books:**

1. Clifford F. Gray, Erik W. Larson, Project Management, Tata McGraw Hill, New Delhi, 2007.
2. Prasanna Chandra, Projects, Tata McGraw Hill, New Delhi, 2007.
3. Nagarajan. K. Project Management, New Age International Publishers, New Delhi, 2007.
4. Narendra Singh, Problems and Solutions in Project Management and Control, Himalaya Publishing House, 2007.
5. Gobalakrishnan. P., & V E Ramamoorthy, Project Management, Macmillan India Ltd, New Delhi, 2006.
6. Poornima M charantimath, Entrepreneurship development and small business enterprises, Pearson Education, New Delhi, 2007.
7. Khanka. S.S. Entrepreneurial Development, S Chand & Company, New Delhi, 2008.
8. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalayas Publishing House, New Delhi, 2008.
9. Robert D. Hisrich Michael P. Peters, Dean A Shepherd, Entrepreneurships, Tata McGraw Hill, New Delhi, 2007.

**Reference Books:**

1. Sahay. A. & A. Nirhar, Entrepreneurship, Excel Books, New Delhi, 2007.
2. Joy. P.K., Total Project Management – The Indian Context, Macmillan India Ltd, New Delhi, 2006.
3. Sonatakki. V.C., Project Management, Himalayas Publishing House, New Delhi, 2008.

**PAPER - 13**

**BUSINESS ENVIRONMENT**

**Course Objective**

1. To understand the concept of business environment as well as internal and external components.
2. To understand the conceptual framework of income, saving and investment trends in the economy.
3. To understand the concept of international trade and balance of payment.
4. To understand the concept of inflation and parallel economy.
5. To study about monetary policy, industrial policy and privatization.

**OUTCOME:**

1. To learn the various elements internal as well as external affecting business environment.

2. To enhance the techniques like SWOT analysis.

3. To students learn the terms like inflation, GDP, etc.

4. To learn the consequences with regard to BOP.

5. To learn economic trends and effect of Govt. policies as LPG

**Unit – I:**

Business Environment – Definition- Importance- Dimension of business environment: Economic, Social, Cultural, Political, Legal, Demographic, Natural and Technological Environment

**Unit – II:**

Political and Economic Environment - Economic systems – Capitalism – Socialism – Mixed economy - Features, Merits & limitations of each – Role of Government in business : regulatory role-promotional role , entrepreneurial role and planning role – Constitution of India – The preamble – The fundamental rights – The Directive Principles

**Unit- III:**

Industrial policy Resolutions in India - Meaning – Need & Importance of Industrial policy - Industrial policy resolutions 1948 & 1956 – The New Industrial policy 1991 – Features – Meaning of Liberalization, Privatization and Globalization

**Unit- IV:**

Global Environment - Meaning – Merits and Demerits of Globalization – GATT (General Agreement on trade and tariff) – Meaning, Objectives – WTO and its functions - MNCs (Multinational Companies) – Benefits and limitations of MNCs.

**Unit- V:**

Social Responsibility of Business - Concept – Responsibility to shareholders ,Employees, Consumers and community –Overview of CSR Business ethics- meaning and importance.

**Text Books**

1. Business Environment - Francis Cherunilam, Himalaya Publishing House-2011, Mumbai-400 004.
2. Buiness Environment-Sahitya Bhawan Publications- Revised Edition 2017,
3. Business Environment - Dr.K.Chidambaram&Dr.V.Alagappan, Vikas Publishing House Pvt Ltd-2007 New Delhi.
4. Essentials Of Business Environment - K.Aswathappa, Himalaya Publishing House.-2005

**Reference Books**

1. Gerry Johnson & Kevan scholes, Exploring Corporate Strategy: Text & Cases, Prentice Hall India.
2. Jauch.L., Rajive Gupta & William.F.Glueck, Business Policy and Strategic Management, Frank Bros&Co., 2003.
3. Fred R.David, Strategic Management Concepts & Cases, Pearson, 2003.
4. R.Srinivasan, Strategic Management, II edition, Prentice Hall of India, New Delhi.

**PAPER - 14**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Course Objective:**

- To distinguish the strategic approach to human resources from the traditional

functionalapproach.

- To understand the role strategic human resource management in a firm’s success,

along with knowledge of the basic functions of human resource management, current

- The course would enable students to gain an understanding of the latest trends and

developments in training.

**Course Outcome**

At the end of the course the students will be able to:

* 1.Identify the key HRM functions and operations;
* 2.Comapre the linkages between HRM functions and operations and organizational strategies, structures and culture;
* 3.Analyze how training helps to improve the employee performance.
* 4.Calculate the Concept of Competency mapping and potential assessment center.
* 5.Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

**UNIT I HUMAN RESOURCE DEVELOPMENT**

Meaning – Strategic Framework for HRD – Vision, Mission and Values – Importance – Challenges to Organizations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD Practices – Measures of HRD Performance – Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent Trends – Strategic Capability.

**UNIT II EVALUATING HRD**

Motivational aspects of HRD – Line managers and HRD – Developmental supervisions counseling and mentoring – Bench Marking – Human Resource Accounting – HRD audit.

**UNIT III TRAINING AND DEVELOPMENT**

Training – Types of training - Formulation and statement of training and development policies – training and developments of managerial personnel – technical personnel and workers – management development methods – Evaluation of training and development programmes –

e-training – Cross culture.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT**

Career Concepts – Roles – Career stages – Career planning – career development – competencies and career management - Managing Career Plateaus – Designing Effective Career Development Systems – competency mapping model – Equity and Competency based Compensation– succession planning – potential appraisal assessment center.

**UNIT V HRD IN ACTION**

HRD approaches for coping with major organizational changes and case studies of HRD in Indian organization – current developments, role of HR functions in TQM – employee health and welfare programs work stress – Employee coaching and counseling.

**Text Books:**

Jim Grieves, Strategic Human Resource Development, Sage Publications, 2003.

Srinivas R.Kandula, Strategic Human Resource Development, PHI, 2001.

**References:**

* Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore,Southwestern 2003.
* Randy L.Desimone, Jon M. Werner – David M. Marris, 'Human Resource Development', Thomson Southwestern, Singapore, 2002.
* Robert L.Mathis and John H. Jackson, 'Human Resource Management', Thomson Southwestern, Singapore, 2003.
* Rosemary Harrison, 'Employee Development' – University Press, India Ltd, New Delhi, 2003.
* Srinivas Kandula, 'Human Resource Management in Practice', Prentice Hall of India, 2005, New Delhi, 2004.
* Werner &Desimone, Human Resource Development, Cengage Learning, 2006
* William E. Blank, Handbook For Developing Competency Based TrainingProgrammes, Prentice-Hall, New Jersey, 1982.
* Uday Kumar Haldar, Human Resource Development, Oxford University Press, 2009.

**CORE ELECTIVE**

**PAPER - 4**

**(to choose one out of 3)**

**A. ORGANISATIONAL DEVELOPMENT**

**Objective:** To prepare the students as organizational change facilitators using the knowledge and techniques of behavioral sciences and understand the applicability of OD interventions to be facilitated through case-studies.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1**: To understand the need and philosophy of organization change and development in the changing times.

**CO2**: To learn OD as an applied field of change.

**CO3**: To understand techniques of collection and analyses of organizational diagnosis information and the significance of feedback in delivering diagnostic information.

**CO4**: To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization‟s survival.

**CO5**: To explore the role of OD in addressing issues relating to globalization, OD research-practice interface and challenges faced by OD.

**UNIT-I**

Introduction to Organisation Development:- Concepts, Nature and Scope of O.D. : Historical Perspective of O.D. - : Underlying Assumptions & Values Theory and Practice on change and changing - The Nature of Planned Change - The Nature of Client Systems : Group Dynamics, Intergroup - Dynamics and Organisations as Systems.

**UNIT-II**

Operational Components of O.D - Diagnostic, Action and Process - Maintenance components.

**UNIT-III**

O.D.Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.

**UNIT-IV**

Implementation and assessment of O.D - Implementation conditions for failure and success in O.D. - efforts. - Assessment of O.D. and change in organisational performance - The impact of O.D.

**UNIT-V**

Some key considerations and Issues in O.D - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of O.D. - Some Indian experience in O.D

**References :**

1. Wendell L.French & Cecil H. Bell,Jr.Organization Development, PHI Fourth edition.
2. French, Bell and Zawacki - Organization Development Theory, Practice and Research Universal Book Stall, Third Edition.

**CORE ELECTIVE**

**PAPER - 4**

**B. HR ANALYTICS**

**Objective:** The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behavior.

**Course Outcomes***:* The successful completion of this course shall enable the student:

CO1: To understand role of analytics in human resource management.

CO2: To develop knowledge about HR metrics and types of analytics in HR.

CO3: To critically analyze the HR effectiveness and its impact on employee life cycle & experience.

CO4: To analyze data driven insights out of HR analytics.

CO5: To help in implementation of predictive modeling and dashboards in HR.

**Unit I- Introduction to HR Analytics**:

Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team.

**Unit II- Approaches to Data Analytics**:

Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework.

**Unit III- Dynamics of HR Metric:**

People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.

**Unit IV- Data Mining Techniques:**

Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.

**Unit V- Decision Making Based on Analytics:**

Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

# REFERENCES :

1. JacFitzenz , The New HR Analytics, AMACOM , 2010.
2. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.2016.
3. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2012
4. Dipak Kumar Bhattacharyya, [HR Analytics](https://study.sagepub.in/bhattacharyya_hra) [,Understanding Theories and Applications](https://study.sagepub.in/bhattacharyya_hra), SAGE Publications India ,2017.
5. Sesil, J. C. , Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.
6. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley ,2014.
7. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill,2014.
8. HR Scorecard and Metrices, HBR, 2001.

**CORE ELECTIVE**

**PAPER - 4**

# C. INTERNATIONAL HUMAN RESOURCES MANAGEMENT

**OBJECTIVE :**

* + The course aims to provide students insights to HR practices followed in Global organizations.

UNIT I:INTRODUCTION TO IHRM

Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices

# UNIT II:HRM STRATEGIES

Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

# UNIT III:RECRUITMENT AND SELECTION

International Managers staffing – Approaches to staffing – Role of Expatriates – Role of inpatriate – Role of Non expatriates- recruitment and selection methods- Current practices

# UNIT IV:TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL

Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training.

International performance Management methods – cultural issues in Performance Management

# UNIT V:INTERNATIONAL COMPENSATION

Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues

**COURSE OUTCOMES:**

1. the basics of IHRM, models and practices
2. strategic orientation and cultural context towards IHRM
3. International practices on recruitment and selection
4. International perspectives on Training, development, performance appraisal
5. International practices on Compensation management

# REFERENCES :

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017
2. Monir H. Tayeb: International Human Resource Management**,**A Multinational Company Perspective Oxford University Press, IE
3. IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition
4. Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
5. P L Rao, International Human resource Management- Text and Cases, Excel Books
6. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers

**OPEN ELECTIVE**

**PAPER - 4**

**(to choose one out of 3)**

**A. LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Objectives:**

1. To understand the strategic role of logistics management

2. To study the important modes of logistics operations

3. To Know supply chain techniques in an international perspective.

**Learning Outcomes:**

**1.** Able to Understand the basics of Logistics and Supply chain Management.

2. Able to Understand the different modes of Transportation.

3. Able to Understand the concept of Containerization .

4. Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.

5. Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitice advantage to the organization Globally.

**Unit I**

Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics andSupply Chain Management, Key Drivers of Supply Chain Managementand Logistics relationships.

**Unit -2**

Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships.

**Unit 3**

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD):

Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

**Unit -4**

Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas ShipmentInland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging –Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels.

**Unit – 5**

Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded WarehousingCustoms Formalities- Clearing ,Distribution to Units.

**Text Books:**

1.Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.

2. Burt, Dobbler, Starling, World Class Supply Management, TMH.

3. Donald J Bowersox, David J Closs, Logistical Management, TMH

4. Pierre David, “International Logistics”, Biztantra.

5. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

**OPEN ELECTIVE**

**PAPER - 4**

**B. SERVICES MARKETING**

**Course objective**

* To facilitate a thorough understanding of services marketing
* To explore marketing strategies for service firms
* To discuss the varies pricing methods of services
* To describe the services marketing in non-profit firms
* To give importance of customer relationship marketing in servicing firms

**Learning outcome**

* Knowledge on classification of services
* Familiarity on marketing strategies in service firms
* Obtain knowledge in innovation in services
* Gain information on marketing of non-profit firms
* More ideas on customer relationship management

**UNIT I**

Nature and classification of services - Characteristics of services and their marketing implications.

**UNIT II**

Marketing strategies for service firms - with special reference to information, communication, consultancy, advertising, professional services, after - sales service, recruitment, training and tourism.

**UNIT III**

Product support services - pricing of services - problems of quality - innovations in services.

**UNIT IV**

Marketing of financial services – nature – types - marketing of insurance - mutual fund - marketing for non-profit firms.

**UNIT V**

CRM & Relationship Marketing Customer Satisfaction.

**Text Books**

1. Christopher H Lovelock & Lawren Wright, “Principles of Services Marketing and Management”, Pearson Education.
2. Bateson E G, “Managing Services Marketing - Text and Readings”, Dryden Press, Hinsdale 111, 1989.
3. Philip Kotler and Paul N. Bloom, “Marketing Professional Services”, Prentice Hall, New Jersey, 1984.

**Reading Books**

1. Payne, “The Essence of Services Marketing”, New Delhi, Prentice Hall, 1994.
2. Berry Dick, “Managing Service for Results”, New York, ISA, 1983.
3. Lovelock, C.H., Managing Services, Englewood Cliffs, N.J., Prentice Hall, 1988.
4. Karen P Coronclaves, “Services marketing – A Strategic Approach”, Pearson Education.
5. Woodruffe, “Services Marketing”, Pearson Education.

Zeithaml, Valarie A., “Services Marketing”, McGraw-Hill Publishers

**OPEN ELECTIVE**

**PAPER - 4**

**C. QUALITY MANAGEMENT**

**Course objective:**

- To understand the success factors, the principles for successful implementation of

Quality Management.

- To understand the tools and technique for implementation of TQM in any industry.

- To create awareness about the ISO certification process and new trend like Six Sigma.

**Course outcome:**

At the end of the course the students will be able to:

CO – 1: Define the quality based on the quality gurus.

CO – 2 Acquire knowledge on the various techniques of TQM

CO – 3: Recognize the implementation of SPC tools.

CO – 4: Degree of variation, defect and opportunity based on six sigma.

CO – 5: understand the concept of BPR.

**UNIT-I**

Stages of quality control, History of quality, Quality management and its importance, Contributions of quality gurus, Impact of quality on business performance, Distinction between product quality and service quality, Desirable qualities of a leader, Leadership grid, Quality information system, Strategy development and deployment, Need for quality approach to strategy, Quality and its types, Supporting policies

**UNIT II**

Functions of human resource management (HRM), recruitment and selection, Training Methods, quality circles- Steps of quality circle meetings, Implementation of quality circle, Rewards and recognition, Customer Focus - Customer focus Vs Process focus, Internal customers and management, Quality edge, Factors affecting customer satisfaction, Role of marketing for customer satisfaction, Importance of customer retention, Impact of Customer Retention on Profitability, Steps of developing customer focus

**UNIT III**

\_ Process and Statistical Quality Control- quality system, control chart for variables (X and \_R) and (X and S charts ), control charts for attributes (p, c and u charts), Six Sigma - elements of sig sigma, DMAIC Methodology, DMADV Methodology, six sigma technical tools, Benchmarking - types of benchmarking, stages of benchmarking process, Cost of quality- Activity based costing, Business performance management - performance measures and their importance, balanced score card, quality control activities during product cycle and balanced score card.

**UNIT IV**

Total productive maintenance - objectives of TPM, performance measures of maintenance system, pillars of TPM, stages of implementation of TPM , reliability, Failure modes and effects analysis (FMEA), - Introduction to ISO Series..

**UNIT V**

Business process reengineering- steps of business process reengineering, measures of performance of BPR, applications of BPR, Building and sustaining total quality .

**Text Books:**

1. Panneerselvam, R. and Sivasankaran, P., Quality Management, PHI Learning, New Delhi, 2014.

2. Besterfield, D.H., Carol Bsterfield- Michna, Besterfield, G.H., Mary Besterfiled-Sacre, Total Quality Management, Pearson Education, Inc., USA, 2003.

**References**

**3.** Feigenbaum, A.V., Total Quality Control, McGraw-Hill, New York, 1983.

4. Phillip J. Ross, Taguchi Techniques for Quality Engineering, Tata McGraw-Hill (Second Edition), New Delhi, 2005.

5. Saaty, T.L., Fundamentals of Decision Making and Priority Theory with the Analytic Hierarchy Process, Vol.6, RWS Publications, Pittsburg, PA., 2000.

6. Summers, C.S., Quality Management: creating and Sustaining Organizational Effectiveness, Prentice-Hall of India, New Delhi, 2005.

**List of NPTEL Courses under MOOC’s recommended:**

* 1. Global Marketing Management
  2. Sales and Distribution Management
  3. Behavioral and Personal Finance
  4. Business Analytics for Management Decisions
  5. Consumer Behaviour
  6. Entrepreneurship
  7. Business Ethics
  8. Total Quality Management
  9. Corporate Social Responsibility
  10. Financial Institution and Markets

\*\*\*\*\*\*\*\*\*\*\*\*\*\*