**THIRUVALLUVAR UNIVERSITY**

**VELLORE**

**CBCS PATTERN**

**MASTER OF BUSINESS ADMINISTRATION (M.B.A)**

(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** |
|  | Core Elective | Paper - 1 | 3 | 3 | **(to choose one out of 3)**1. Business Communication
2. Organizational Behavior
3. Knowledge Management
 | 25 | 75 | 100 |
| **External elective for other major students (inter/multi disciplinary papers)** |
|  | Open Elective | Paper - 1 | 3 | 3 | **(to choose one out of 3)**1. Communication Skills for Managers
2. Compensation management
3. Operation Research
 | 25 | 75 | 100 |
|  |  |  | **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**  |
|  |  Core Elective | Paper- 2 | 5 | 3 | **(to choose one out of 3)**1. Operations Management
2. Customer Relationship Management
3. International Finance
 | 25 | 75 | 100 |
| **External elective for other major students (inter/multi disciplinary papers)** |
|  | Open Elective | Paper - 2 | 5 | 3 | **(to choose one out of 3)**1. Industrial and Labour Relations
2. Consumer Behaviour
3. Securities Analysis and Portfolio Management
 | 25 | 75 | 100 |
|  | Field Study | - | 2 |  | 100 | - | 100 |
|  | Compulsory Paper | 2 | 2 | Human Rights  | 25 | 75 | 100 |
|  |  | **30** | **22** |  | **250** | **450** | **700** |
|  |
| **SEMESTER III** | **CIA** | **Uni. Exam** | **Total** |
|  | Core | Paper-8 | 6 | 4 | Management Information System | 25 | 75 | 100 |
|  | Core | Paper-9 | 6 | 4 | Human Resource Development | 25 | 75 | 100 |
|  | Core | Paper-10 | 6 | 4 | Company Law | 25 | 75 | 100 |
|  | Core | Paper-11 | 6 | 4 | Modern Banking | 25 | 75 | 100 |
| **Internal elective for same major students (choose any one)** |
|  | Core Elective | Paper - 3 | 3 | 3 | **(to choose one out of 3)**1. Training and Development
2. Services Marketing
3. Indirect Taxation
 | 25 | 75 | 100 |
| **External elective for other major students (inter/multi disciplinary papers)** |
|  | Open Elective | Paper - 3 | 3 | 3 | **(to choose one out of 3)**1. Performance Management
2. Retail Management
3. Financial Markets and Institutions
 | 25 | 75 | 100 |
|  | \*\* MOOC Courses | - | - |  | - | - | 100 |
|  |  |  | 30 | 22 |  | 150 | 450 | 700 |
|  |
| **SEMESTER IV** |  | **CIA** | **Uni. Exam** | **Total** |
|  | Core | Paper-12 | 6 | 5 | Entrepreneurial Development | 25 | 75 | 100 |
|  | Core | Paper-13 | 6 | 4 | Business Environment | 25 | 75 | 100 |
|  | Core | Paper-14 | 6 | 4 | Quality Management | 25 | 75 | 100 |
|  | Core | Project  | 6 | 5 | Project with Viva Voce (**Compulsory)** | 100(75 Project + 25 Viva) | 100 |
| **Internal elective for same major students**  |
|  | Core Elective | Paper- 4 | 3 | 3 | **(to choose one out of 3)**1. Organizational Development
2. Logistics and Supply Chain Management
3. Banking- Indian Financial System
 | 25 | 75 | 100 |
| **External elective for other major students (inter/multi disciplinary papers)** |
|  | Open Elective | Paper - 4 | 3 | 3 | **(to choose one out of 3)**1. Strategic Human Resource Management
2. Brand Management
3. Working Capital Management
 | 25 | 75 | 100 |
|  |  |  | **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.

**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**

**Company Law**

**Objectives:**

* To acquire knowledge about the regulatory framework of companies
* To know about the different kinds of shares and debentures
* To identify the various managerial personnel of the company
* To gain knowledge about arranging meetings and resolution passing procedures
* To make the students understand about recent amendments of winding-up a company

**Learning outcome:**

* Students would be able to understand the meaning and basic characteristics of company and how it differs from other forms of businesses,
* Students will be equipped on the issue of shares, bonus and rights shares
* Able to identify the independent directors and key managerial personnel of the company
* Students could get sound knowledge on various kinds of meetings and resolutions
* Can acquire knowledge about various methods of winding-up of a company.

**UnitI: JointStockCompany**

Meaning - Kinds of Companies (Special Provisions with respect to PrivateCompany, Public Company, OnePersonCompany,Small Company,Dormant Company) - Formation-MemorandumofAssociation-Contents-Restrictionon“OtherObjects”- DoctrineofUltraVires-ArticlesofAssociation-Contents-Prospectus-Contents-Types (StatementinLieuofProspectus,shelfProspectus,RedHerringProspectus)- Underwriting-BookBuildingProcess-GreenShoeOption-E-Filing-Dematerialisation.

**Unit II: Share Capital and Debentures**

Meaning of Shares- Kinds of Shares- Voting rights-Issue of shares at a Premium and

Discount-Partly paid shares- Bonus Shares- Rights shares-Sweat Equity Shares. Debentures- Meaning-Types.

**Unit III: Managerial Personnel**

Directors-WomenDirectors-IndependentDirectors-DirectorIdentificationNumber- Other Key Managerial Personnel- Related Party Transactions.

**Unit IV: Meetings and Resolutions**

Meeting-StatutoryMeeting-AnnualGeneralMeeting-ExtraordinaryGeneralMeeting- NoticeofMeeting-Quorum-Proxy-BoardofDirectorsMeeting-Committee-Typesof Committee- Audit Committee-Stake Holders Relationship Committee- Corporate Social Responsibility Committee. Resolutions-Ordinary Resolution- Special Resolution

-Resolution requiring special notice.

**Unit V: Winding up of Company**

ModesofWindingup-WindingupbytheCourt-VoluntaryWindingup-Types-Members

Voluntary Winding up-Creditors Voluntary Winding up. National CompanyLawAppllate

Tribunal.

**Text Books**

1.Kapoor,N.D.,BusinessLaws,SulthanChandandSons,NewDelhi.

2.Sreenivasan,M.R.BusinessLaws,MargamPublications,Chennai.

3.Dhandapani,M.V.BusinessLaws,SultanChandandSons,NewDelhi.

4.AvatarSingh, CompanyLaw, Eastern Book Company

5.Shukla,M.C.&Gulshan,S.S.,PrinciplesofCompanyLaw

6.BadriAlam,S&Saravanavel,CompanyLaw,HimalayaPublications

7.Gogna,P.P.S.,TextBookofCompanyLaw,S.Chand&Co.

8.Gaffor&Thothadri,CompanyLaw,Vijay NicoleImprintsPvt.Ltd.Chennai

**References Books**

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand &Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

**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**

**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. 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

**CORE ELECTIVE**

**PAPER - 3**

**C. Indirect Taxation**

**Course Objectives**

* To get familiarise with the direct and indirect taxation system in India
* To know about the need and benefits of GST
* To gain information about the provisions under GST
* To know about the assessment and audit of GST
* For acquiring information about the levy and collection of customs duties

**Learning outcome:**

* Candidates will get insights on objectives of taxation, powers of states to levy taxes
* Students would be able to know the taxes covered by GST, scope and types of supply
* Able to understand the administrative structure of GST, officers, jurisdiction and appointment powers
* Could be with a good knowledge on demands, recovery, appeals, revision and penalties under GST
* Students could acquire information about the customs officers, powers and types of customs duty

**UNITI:**

**Introduction**

History and Objectives of Taxation- Canons of Taxation-Tax system in India-Direct and Indirect Taxes-Meaning and Types - powers of Union and States to levy taxes

**UNIT – II GST – Overview & Concepts**

Background behind implementing GST- The need for GST- Business impact- Objectives and Benefits of GST-SGST- CGST and IGST- Taxes covered by GST- Definitions - Scope and Coverage Scope of supply- Levy of tax- Rate Structure- Taxable Events - Types of Suppliers - Composite and Mixed Supplies - Composite Levy - Cross empowerment

**UNIT – II GST Taxation/ Assessment proceedings**

Return- Refunds- Input Tax Credit- Reverse charge Mechanism, Transitional Provisions composition under GST- Administrative structure of GST-Officers as per CGST Act- Officers as per SGST Act-Jurisdiction- Appointment Powers.

**UNIT-IVGST Audit**

Assessment and Audit under GST- Demands and Recovery- Appeals and revision- Advance ruling Offences and Penalties - NAPA (National Anti-Profiteering Authority)

**UNIT-V Customs duty**

The custom duty- Levy and collection of customs duty- Organisations of custom departments- Officers of customs- powers- Appellate Machinery- Infringement of the Law-Offences and Penalties- Exemptions from duty customs duty draw back- duties free Zones - Export Incentive Schemes

**Note: All Units only Theory**

**Text Books**

1.Sweta Jain, GST law and practice Taxmann Publishers, July 2017

2. Daty V S, GST- Input Tax Credit- Taxmann Publishers, second edition August 2017

3. Anurag Pandey- Law and Practice of GST- Sumedha Publication House 2017

4. Vandana Banger- Beginners- Guide AadhayaPrakashan Publisher 2017

**Reference Books**

1. Govindarajan- A practical guide send text publishers July 2017

2. Datta, D C, Layman’s Guide on GST, Taxman Publications

3. Reddy &Dr.Y. Hariprasad Reddy, Business Taxation, MarghamPublications, Chennai

4. Balachandran K, GST and Customs Law, Vijay Nicole Imprints, Chennai

**OPEN ELECTIVE**

**Paper - 3**

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

**A. 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

**OPEN ELECTIVE**

**Paper - 3**

**B. 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**

**C. Financial Markets & Institutions**

**Course objectives**

* To make an introduction about the basic concepts of capital and financial markets
* To impart knowledge on the working of commercial paper market, including bill market
* To teach the students on the evolution and growth of capital market
* To acquaint the students with the knowledge on the functioning of various financial institutions such as NABARD, EXIM bank, etc
* To make students understand the working of various credit rating agencies such as CRISIL, CIBIL, DFHIL

**Learning outcome:**

* After learning the chapter, students will be equipped with information on money market, financial instruments and capital market
* Students would be knowing about bill market, certificate of deposit market and gilt-edged securities market
* Able to understand the capital market instruments, new issues market, debt and bond market
* Candidates could gain knowledge on credit and risk management
* Able to get basic idea on the functions and services of IMF, world bank, ADB, EXIM bank and SEBI

**Unit I Introduction:Financial markets** - meaning - definition - role - functions - constituents - financial instruments - capital market instruments - Indian money and capital markets - global financial markets - **Money market:** meaning - characteristics - importance - general functions - segments - financial institutions - characteristics of developed money market - global money markets - **Call money market:** meaning - features - benefits - Indian call money market - call money rates - **Commercial paper market:** meaning - features - Satellite Dealers (SDs)

**Unit II Commercial paper market:** meaning - importance - developed bill market - shortcomings of Indian bill market - Bill Market Scheme, 1952 - Bill market Scheme, 1970 - IDBI Bill Rediscounting Scheme - Reasons for the failure of bill market scheme - revitalizing bill market - **Certificate of Deposit (CD) market:** meaning - features - time deposit Vs certificate of deposit - role of DFHI - Treasury Bill Market: meaning - Treasury Bills - general features - Indian TBs - Benefits - **Gilt-edged securities market:** meaning - features - Repos, government bonds - importance of gilt-edged market

**Unit III Capital Market:** meaning –characteristics – evolution and growth – new financial instruments – major issues – **Capital market instruments** – meaning – types – preference shares – equity shares – non-voting equity shares – company fixed deposits – warrants – debentures and bonds – global debt instruments – **New Issues Market (NIM)** – meaning – NIM and secondary market – methods of marketing securities – intermediaries in NIM – Debt market – meaning – advantages – risks on debt – role of bond market – price determination – yield of bond

**Unit IV Financial service institutions** – **Clearing Corporation of India Limited** – settlement of risks – risk management system – benefits –**CRISIL** – range of services – **CIBIL** – credit information – credit assessment – mechanism – defaulted credit facility –access to CIBIL information – credit information report – **DFHI**L – ICRA – Moody’s Investor Service – Standard & Poor – Fitch Ratings – OTCEI – NSDL – STCI

**Unit V Financial Institutions**–meaning – special characteristics – money market institutions – capital market institutions – cooperative banking institutions –**National Housing Bank** – functions and working – **EXIM bank of India** – functions and working – NABARD – functions and working – RBI – functions and working – NBFCs – FIIs – role and danger – IMF – World Bank – IFC – ADB – Stock exchange – meaning – functions traders – role of SEBI – stock trading – regulatory framework – Insider trading – speculation – Investor protection – listing – SBI – functions and working

**Text Books**

1. **MEIR KOHN, (2004), ‘**Financial Institutions and Markets’, Oxford University Press, New Delhi
2. **BHOLE L M AND JITENDRA MAHAKUD**, (2012), Financial Institutions and Markets, McGraw Hill Education, New Delhi
3. **GURUSAMY S, (2015), ‘**Financial Markets and Institutions’, Vijay Nicole Imprints Ltd, Chennai
4. **ANTHONY SAUNDERS AND MARCIA MILLAN CARNET**, (2010), ‘Tata McGraw Hill Publishing Company, New Delhi

**Reference Books**

1. **ROSE, PETER S., AND FRASER, DONALD R**, (2000), ‘Financial Institutions: Understanding and Managing Financial Services”, Tex Business Publications, New York
2. **KINSELLA, RAY,** (2009), ‘New Issues in Financial Services, Powell's Books, London
3. **KHAN M Y,** (2001), ‘Financial Services’, Tata McGraw Hill, New Delhi

**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**

**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.

**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. 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.

**CORE ELECTIVE**

**Paper - 4**

**C. BANKING AND INDIAN FINANCIAL SYSTEMS**

**Course Objectives:**

To enlighten the students with the Concepts & Practical dynamics of the Indian Financial System, Markets, Institution and Financial Services.

**Course outcome**

* 1.Understand and learn the Indian Banking system.
* 2.Understand and learn the structure of central banking system.
* 3.Student shall be able to learn & understand the Concepts & Practical dynamics of the Indian industrial and agricultural banking systems in India.
* 4.Student shall be able to learn & understand the Concepts & Practical dynamics of the Indian Financial System.
* 5.Understand and learn the foreign investment system.

**UNIT 1: BANKING SYSTEMS:** Definitions- Functions- Types- Central Banking- Structure of Banking System- Rural Financing- Banker and Customer Relationship- Deposit Mobilization- Loans and Advances- Assets and Liabilities Management- Secured Advances- Endorsement and Crossing of Cheques- Payment of Cheques- Collection of Cheques.

**UNIT 2: CENTRAL BANKING SYSTEM**: Nature- Organization and Management- Functions- Methods of Credit Controls- Objects of Monetary Policy- Autonomy of Central Bank Systems- Indian Money Market- Indian Capital Market- New Issue Market- Banking Legislations in India.

**UNIT 3: INDUSTRIAL AND AGRICULTURAL BANKING SYSTEMS:** All Indian Development Banks- Investment Institutions- State Level Institutions- Specialized Financial Institutions- International Finance Institutions- IBRD- IFC- IDA- NABARD-NHB- Micro Financing Institutions.

**UNIT 4: FINANCIAL SYSTEMS:** Introduction- Overview of Indian Financial System- savings and Financial Intermediation- financial Markets- Listing Regulations- Primary Markets- Secondary Markets- Mutual Funds- Indian Fiscal Systems.

**UNIT 5: FOREIGN INVESTMENTS**: Foreign Capital- Foreign Collaboration- Foreign Direct Investment- foreign Institutional Investors- Offshore Country Funds- Overseas Venture Capital Investments- International Capital Market

T**ext books:**

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill

2. Sundharam and Varshney, Banking and Financial System, Sultan Chand & Sons

**References:**

1. H.R. Machiraju, Indian Financial System, Vikas Publishing House

2. Varshney, Banking and Financial Systems, S Chand

3. SriVastava, Management of Financial Institutions, Himalaya Publications.

**OPEN ELECTIVE**

**Paper - 4**

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

* + 1. **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.

**Total: 60 H**

**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.

**OPEN ELECTIVE**

**Paper - 4**

**B. BRAND MANAGEMENT**

**Course objective –**

* To understand the importance of products and branding.
* To successfully build brands and creating a emotional attachment to the consumers.

**Course outcome**

* Formulate the decisions regarding product and brand extensions.
* Discuss the history of successful brands and summarize the several functions of marketing management.
* Compare and contrast the brands of a given product.
* Measure brand equity to know the strength of brand.
* Differentiate branding in various categories of products.

**UNIT – I**

Concept of a brand – Evolution, perspectives, anatomy, types of brand names, brand name associations, Brands Vs Products, Advantages of Brands to consumers & firms. Brand elements: Components & choosing brand elements, Branding challenges & opportunities.

**UNIT – II**

Brand positioning – Basic concepts – alternatives – risks – Brands & consumers – Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour, Building a strong brand – Method & implications.

**UNIT – III**

Brand Image, image dimensions, brand associations & image, Brand identity – perspectives, levels, and prisms. Managing Brand image – stages – functional, symbolic & experiential brands. Brand Equity – Sources of Equity. Brand Equity models, Brand audits. Brand Loyalty & cult brands.

**UNIT – IV**

Leveraging Brands – Brand extensions, extendibility, merits & demerits, Line extensions, line trap – Co-branding & Licensing Brands. Reinforcing and Revitalisation of Brands – need, methods, Brand Architecture – product, line, range, umbrella & source endorsed brands. Brand Portfolio Management.

**UNIT – V**

Brand valuation – Methods of valuation, implications for buying & selling brands. Applications – Branding industrial products, services and Retailers – Building Brands online. Indianisation of Foreign brands & taking Indian brands global – issues & challenges.

**Reference:**

1. Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2. Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
3. Harsh Varma, Brand Management, Excell Books, New Delhi.
4. Majumdar, Product Management in India, PHI.
5. Sengupta, Brand Positioning, Tata McGraw Hill.
6. Rameshkumar, Managing Indian Brands, Vikas.
7. Chandrasekar, Product Management, Himalaya.

**OPEN ELECTIVE**

**Paper - 4**

**C. WORKING CAPITAL MANAGEMENT**

**Course Objective**

* Evaluate comparative working capital management policies and their impact on the firm’s profitability, liquidity, risk and operating flexibility.
* Evaluate the importance of effective working capital management and its role in meeting the firm’s strategic objectives and its impact in value creation.
* Investigate funds flow cycles and their impact on working capital management objectives.

**Course Outcome**

* Compare and contrast the relative merits of alternative working capital policies and the likely short-term and long-term impact on the firm.
* Formulate appropriate working capital management policies to achieve corporate objectives.
* Apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders’ value.
* Write a plan for a balanced integration of cash, credit and other short-term topics and policies.
* Formulate and integrate an extended treatment on international working capital topics.

**UNIT-I**

Management of working capital: Meaning of working of capital - Need for working capital - Types of working capital - Determinants of working capital - Permanent and Variable working capital assets - Trade off between capital different approaches - Matching approaches - Conservative approach - Aggressive approach

**UNIT-II**

Accounts receivables management: objective - Formulation of credit and collection policies - Designing of credit terms - Discount, the discount period and the credit period - collection policies and procedures - Cost benefits analysis - Trade off - Evaluation of existing and proposed policies.

**UNIT-III**

Inventory management: Objective of Inventory - Need for Inventories and the importance of its Management - Determination of optimum level of inventory - Types of Inventory - Inventory Models - Order Quantity - E.O.Q. Model - Order point - Safety Stock - Analysis of investment in inventory - ABC Analysis.

**UNIT-IV**

Management of Cash Marketable Securities: Meaning of cash - Motives for holding cash - Need for holding cash - Operating cycle - Objective of Cash management - Marketable securities - Cash cycle - Cash turnover - Minimum Operating cash - Cash release by operations in Inventory turnover - Accounts receivable and Accounts payables - Assumptions - Benefits Cash management Strategies and Techniques - Concentration banking and Lock Box System - Advantages.

**UNIT-V**

Integrating Working Capital and Capital investment processes: Monetary system; Money market in India; Banking system in India - Review of the system of cash credit - Establishment of Discount & Finance House of India. Working Capital Management and Bank financing - Forms of bank finance - Working capital control and banking policy - Dehejia study group - Chore committee - Tandon committee - Findings and Recommendations - Regulation of the bank credit.

**Text Books**

1. Bhalla, V.K: Working Capital Management: Text and Cases, New Delhi, Anmol Pub

(P) Ltd., 4th ed., 2001.

1. Rao P.M. Pramanik A.K.: Working Capital Management; New Delhi, Deep & Deep Publication, 2004.
2. Scherr F.C: Modern Working Capital Management, New Delhi, Prentice Hall of India, 1995.

**Reference Books**

1. Hampton J.J & C.L. Wagner: Working Capital Management, New Delhi, John Willey & Sons, 1996.
2. Rao P.M.: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publications (P) Ltd., 2003.
3. Subhash Sharmam, M. Panduranga vithal: Financial Accounting for Management; Text and Cases; New Delhi, Macmillan India Ltd., 2001.

**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

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