

**Sona College of Technology, Salem  
(An Autonomous Institution)**

**Courses of study for MBA V Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>COURSE TITLE</b>				
<b>S.No.</b>	<b>Course Code</b>	<b>THEORY</b>	<b>Session</b>	<b>Credits</b>
1	P17MBA501	ENTREPRENEURSHIP DEVELOPMENT	20	3
2	P17MBA502	PERSONAL MANAGEMENT AND GROWTH	13	2
3	P17MBA7XX	ELECTIVE 5	20	3
4	P17MBA7XX	ELECTIVE 6	20	3
5	P17MBA7XX	ELECTIVE 7	20	3
6	P17MBA7XX	ELECTIVE 8	20	3
7	P17MBA9XX	OPEN ELECTIVE II	7	1
		<b>Total</b>		18

**Chairperson,**  
Director - MBA BOS  
**Dr.Swarup K Mohanty**

**Member Secretary,**  
Academic Council  
**Dr.R.Shivakumar**

**Chairperson,**  
Academic Council & Principal  
**Dr.S.R.R.SENTHIL KUMAR**

**Sona College of Technology, Salem  
(An Autonomous Institution)**

**Courses of study for MBA V Trimester under Regulations 2017**

Branch: **Master of Business Administration**

<b>MARKETING MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER V</b>			
P17MBA726	SALES AND DISTRIBUTION MANAGEMENT		3
P17MBA727	BRAND MANAGEMENT		3
P17MBA728	RETAIL MANAGEMENT		3
P17MBA729	MARKETING ANALYTICS		3
P17MBA730	HOSPITALITY AND TOURSIM MARKETING		3
P17MBA731	INTERNATIONAL MARKETING		3
P17MBA732	MARKETING OF FINANCIAL SERVICES		3
<b>FINANCE MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA733	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		3
P17MBA734	BANKING MANAGEMENT		3
P17MBA735	RISK MANAGEMENT AND INSURANCE		3
P17MBA751	FINANCIAL MODELLING USING EXCEL *100% Lab Sessions and MS Office - Excel 2016 version.		3
P17MBA736	RISK MANAGEMENT IN BANKS		3
<b>ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT ELECTIVES</b>			
<b>Course Code</b>	<b>Courses</b>		<b>Credits</b>
<b>TRIMESTER V</b>			
P17MBA737	STRESS MANAGEMENT		3
P17MBA738	COMPENSATION MANAGEMENT		3
P17MBA739	TALENT AQUITION		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE <sup>5</sup>		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS <sup>6</sup>		3
P17MBA742	HR ANALYTICS		3

<b>OPERATIONS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA743	SUPPLY CHAIN ANALYTICS		3
P17MBA744	WORLD CLASS MANUFACTURING		3
P17MBA745	THEORY OF CONSTRAINTS		3
P17MBA746	MAINTENANCE MANAGEMENT		3
P17MBA747	BUSINESS PROCESS REENGINEERING		3
<b>FAMILY BUSINESS MANAGEMENT ELECTIVES</b>			
<b>TRIMESTER V</b>			
P17MBA748	INTERNATIONAL BUSINESS MANAGEMENT		3
P17MBA749	TECHNOLOGY MANAGEMENT		3
P17MBA740	ORGANISATIONAL DEVELOPMENT AND CHANGE <sup>5</sup>		3
P17MBA741	CONFLICT AND NEGOTIATION SKILLS <sup>6</sup>		3
P17MBA750	ENTERPRISE RESOURCE PLANNING		3
<b>OPEN ELECTIVE (Open Electives to be offered in the 5<sup>th</sup> Trimester)</b>			
P17MBA901	YOGA AND WELLNESS MANAGEMENT - II *	OE	1
P17MBA903	ARABIC - II *	OE	1
P17MBA904	FRENCH - II *	OE	1
P17MBA905	JAPANESE - II *	OE	1
P17MBA906	HINDI - II *	OE	1

\* Level-1 to be offered in 4<sup>th</sup> Trimester and Level-2 to be offered in 5<sup>th</sup> Trimester.  
Each level is a 1 credit course.

**Note:**

5 and 6 in Family Business Management Electives are the elective courses offered in Human Resource Management.

**Chairperson,  
Director - MBA BOS  
Dr. Swarup K Mohanty**

**P17MBA501 - ENTREPRENEURSHIP DEVELOPMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concepts of “entrepreneur” and “entrepreneurship”.
2. Sensitise the potential entrepreneur towards environment and other supportive services.
3. Prepare the structure and content of a business plan.
4. Develop insights into the management of new business ventures.
5. Acquaint themselves with the challenges faced by the entrepreneur.

**Topics**

1. Introduction: Entrepreneur and Entrepreneurship
2. Entrepreneurial Competence
3. Institutional Support to Entrepreneurs
  - Need for Institutional Support
  - Specialized Institutions
  - Incubation
4. Project Identification and Selection
  - Project Formulation
  - Criteria for Selection of Product
  - Project Appraisal
  - Growth of Business Ideas
  - Intellectual Property
5. Business Plan Preparation
  - Prefeasibility Study
  - Specimen of a Project Report
  - Project Feasibility Report Preparation
  - Evaluation Criteria
6. Financing of Enterprises
  - Capital Structure
  - Sources of Finance
  - Term-loan through Commercial Banks and FIs

7. Business Model, Pricing and Go to Market
8. Launching of Small Business
9. Management of Small Business
10. Challenges in Entrepreneurial Ventures

### **Text Books**

1. TV Rao, Donald F.Kurako, Entrepreneurship: A South Asian perspective, Cengage Learning, 1<sup>st</sup> Edition, 2016.
2. P.Narayana Reddy, Entrepreneurship : Text and Cases, Fourth Impression, Cengage Learning, 4<sup>th</sup> Edition, 2010.

### **Reference Books**

1. Robert D Hisrich, Entrepreneurship Tata Mcgrawill Hill Education , 9<sup>th</sup> Edition, 2014.
2. Mathew J Manimala, Biztantra, Entrepreneurship Theory at the Crossroads: Paradigms and Praxin, Wiley India, 2<sup>nd</sup> Edition, 2005.
3. Prasanna Chandra, Projects: Planning, Analysis, Selection, Financing, Implementation and Review, Mc Graw Hill India, 8<sup>th</sup> Edition, 2014.
4. Arya Kumar, Entrepreneurship : Creating and Leading an Entrepreneurial Organisation, Pearson Education, 1<sup>st</sup> Edition, 2012.
5. SS. Khanka, Entrepreneurship Development, S.Chand publishing, Revised Edition 2013.
6. Rajeev Roy, Entrepreneurship, Oxford University Press, 2<sup>nd</sup> Edition, 2011.

**P17MBA502 - PERSONAL MANAGEMENT AND GROWTH**

**(2 Credits)**

**13 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Identify the strengths and weaknesses of people using personality types.
2. Understand human behavior using NLP.
3. Examine the learning styles for critical thinking.

**Topics**

1. Introduction to Enneagram
2. Personality types according to Enneagram
3. Understanding thinking process using NLP
4. NLP Basics
5. NLP Test
6. Selling with NLP
7. Managing with the power of NLP
8. Effective Time Management
9. Interview Types
10. Perceptual positions for Assertiveness
11. Emotional Intelligence
12. Learning styles for critical thinking and personal growth

**Text Books**

1. Kate Burton Romilla Ready, Neuro-Linguistic Programming for Dummies, Wiley Publications, 3<sup>rd</sup> Edition, 2016.

# Marketing Management

**P17MBA726 - SALES AND DISTRIBUTION MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the relationship between sales and distribution management.
2. Comprehend the process of personal selling
3. Adopt the concept of forecasting, budgeting, territories and Quotas in sales.
4. Apply the concept of sales force planning, recruitment and selection.
5. Identify the marketing channels and the reasons for channel conflict.

**Topics**

1. Introduction to Sales and Distribution Management
  - Roles of a sales manager
  - Selling skills
  - sales objectives
  - Linkage between sales and distribution.
2. Personal Selling
  - Psychology of selling
  - Personal Selling Process
3. Sales force Forecasting and Budgeting
4. Sales Territories and Quota.
5. Sales force Planning
  - Recruitment
  - Training
  - Motivation
  - Compensation
6. Controlling the Salesforce
7. Marketing Channels
  - Functions
  - Retailing and wholesaling
8. Designing Channel Systems and Channel Management.
9. Logistics and Supply chain

**Text Book**

1. Krishna K Havaladar & Vasant M Cavale, Sales and Distribution Management, Mc Graw Hill, 2<sup>nd</sup> edition, 2011.



### **Reference Books**

1. Joseph F. Hair, Rolph E. Anderson, Rajiv Mehta, Barry J. Basin, Sales Management, Cengage Learning, 2011
2. A Nag, Sales and Distribution Management, Mc GrawHill Education 2013.
3. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford, 2014.

**P17MBA727 - BRAND MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the fundamentals of branding.
2. Identify different Brand strategies adopted by different companies.
3. Design and implement marketing programmes with successful interfaces with sales, advertising & channel functions.
4. Evaluate brand extension and its contribution to parent brand.
5. Conduct the Brand equity measurement.

**Topics**

1. Introduction
  - Branding concepts
  - Difference between product and a brand
  - Functions & Importance of Branding
  - Types of Brands
  - Strategic Brand Management process
2. Brand Building and Positioning
  - Brand awareness
  - Brand image
  - Brand positioning guidelines
  - Four stages of Brand building by Keller
  - Brand value chain
3. Designing Marketing Programmes
  - Choosing brand elements
  - Product strategy
  - Price strategy
  - Channel strategy
4. Brand Communications
  - Brand image building
  - Brand loyalty programmes
  - Developing Integrated communication
  - Role of Brand ambassadors
  - Celebrities

- Online Brand promotions
- 5. Brand Architecture Strategy
  - Brand Portfolio
  - Brand Hierarchies
- 6. Brand Extension
  - Brand Adoption Process
  - Different types of brand extension
  - Factors influencing Decision for extension
  - Re-branding and Re-launching
- 7. Brand Performance
  - Conducting brand audit
  - Brand tracking studies
  - Brand Equity Management System
- 8. Models for Measuring Brand Equity
  - Aaker Model
  - Brand Equity Index – Moran
  - Brand Asset Valuator (Young & Rubicam)
  - Brand Valuation Model (Interbrand& Brand Finance)
- 9. Careers in Brand Management
  - Branding challenges & Opportunities
  - Role of Brand Managers
  - Careers in Brand Management

**Text Book**

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, Fourth edition, 2015

**Reference Books**

1. SubrotoSenguptha, Brand Positioning Strategies for Competitive Advantage, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2005.
2. Moorthi YLR, Brand Management, Vikas Publishing House, 1<sup>st</sup> edition, 2012
3. Kirti Dutta, Brand Management Principles and Practices, Oxford Higher Education
4. Jagdeep Kapoor, Brandex, Biztantra India, 2005
5. Nitish Rai Gupta, The 7 principles of Brand Management, Mc. Graw Hill India Pvt. Ltd, 2011

**P17MBA728 - RETAIL MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the basic concepts of retail management and the latest developments in retailing in the Indian context.
2. Evaluate the execution of marketing strategy through the retail mix – including product merchandise, pricing, location and store-design, promotions, and store operation.
3. Analyse different strategic choices considering channel partners, retail formats and resources to enhance effects.

**Topics**

1. Introduction to Retailing – Retailing in India
  - New role of retailers
  - Indian retail scenario and its future prospects
2. Retail Formats and Theories
  - Theories of retail development
  - Concept of retail life cycle,
  - Classification of retail stores
  - The role of franchising in retail
3. Understanding the Retail Consumers
  - The factors influencing retail shopper
  - Consumer decision making process
4. Store Locations
  - Types of locations
  - Trade areas and their evaluation
5. Retail Pricing
  - Factors affecting price
  - Pricing strategy
6. Merchandising Buying
  - The process of merchandising buying
  - Procedure for selecting vendors and building partnerships
  - Category Management
7. Role of Private Labels

8. Retail Communication

9. Servicing the Retail Customer

10. Retail Store Operations

11. Retail Store Design & Visual Merchandising

- Relationship between store image and store design
- Components of exterior and interior
- Consideration for selecting layout
- Visual merchandising in retail

12. IT in Retail Management

**Text Book**

1. SwapnaPradhan ,Retailing Management Text and Cases, Mc Graw Hill Education, 5<sup>th</sup> Edition, 2016.

**Reference Books**

1. Michael Levy,BartzonWeitz, Ajay Pandit ,Retailing Management, McGraw Hill Education, 8<sup>th</sup> Edition, 2012.
2. Anil Mishra and Ruchi Gupta, Customer Service in retailing ,Biztantra,2014
3. Sрни.R.Srinivasan, R.K.Srivastava,Cases in Retail Management, Biztantra, 2012

**P17MBA729 - MARKETING ANALYTICS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Describe the use and need for data analysis.
2. Understand descriptive and inferential statistics.
3. Measure return on investment using data analytics software.
4. Create new products and consumer segments using multivariate data analysis techniques.
5. Use multivariate techniques to determine loyalty and reactions of customer towards business decisions.

**Topics**

1. Introduction to Analytics
  - Advantages of using analytics
  - Data collection – online tools and techniques
2. Descriptive and Predictive analytics
  - Basic concepts of statistics
  - Introduction to Descriptive and inferential statistics
  - Regression analysis
3. Resource Allocation
  - Resource allocation framework
  - Measuring ROI
4. Product Analytics
  - Cluster analysis for segmentation
  - Conjoint analysis for new product development
5. Marketing Mix Analytics
  - Multiple regression in marketing
  - Design of price and advertising elasticity models
6. Customer Analytics
  - Customer lifetime value
  - Factor analysis
  - Using Logistic Regression for analytics

### **Text Book**

1. RajkumarVenkatesan, Paul Farris, Ronald T. Wilcox - Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning
2. Ashok Charan -Marketing Analytics: A Practitioner's Guide to Marketing Analytics and Research Methods, World Scientific Publishing Co Pte Ltd, 2015

### **Reference Books**

1. Mike Grigsby - Marketing Analytics: A practical guide to real marketing sense, Kogan Page, 1<sup>st</sup> Edition, 2015.
2. Stephen Sorger - Marketing analytics: Strategic Models and Metrics, CreateSpace Independent Publishing Platform; 1 edition (31 January 2013)
3. Daniel S. Putler - Customer and Business Analytics: Applied Data Mining for Business Decision Making Using R, Chapman and Hall/CRC; 1 edition (12 June 2012)
4. Dawn Iacobucci - Marketing models: Multivariate Statistics and Marketing Analytics, CreateSpace Independent Publishing Platform; Second edition edition (1 November 2014)

**P17MBA730 - HOSPITALITY AND TOURISM MARKETING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Familiarize the types of tourist.
2. Explain the characteristics of tourism products.
3. Discover the scope and setting up of a travel agency.
4. Outline the organizational structure of Hotels.
5. Understand the laws and rules pertaining to hospitality Industry.

**Topics**

- 1.Paradigms on Tourism
  - General tourism trends
  - Types of Tourists
  - Forms of Tourism.
- 2.Elements and Characteristics of Tourism Products.
  - Tourism Product life cycle.
  - Typology of tourism products.
  - Natural resources
  - Fairs and Festivals.
- 3.Origin of Travel Agency.
  - Definition and scope of Travel agency.
  - Tour operators and tour operations.
  - Travel agency and its functions.
  - Setting up of travel agency.
- 4.Introduction to the Hospitality Industry.
  - Hotel organization structure
  - Types of hotels.
  - Hotel chains in India.
  - Hotel revenue centres.
- 5.Laws and Rules Pertaining to Hospitality Industry.
- 6.Hospitality organization



- FHRAI
- HRACC
- IH & RA

#### 7. Customer Care

- General etiquettes
- Telephone handling
- Effective communication skills.

#### Text Book

1. Walker, Introduction to Hospitality Management, Prentice Hall, 5<sup>th</sup> Edition, 2017.

#### Reference Books:

1. Kotler, Marketing for Hospitality and Tourism, Prentice hall; 6<sup>th</sup> Edition, 2014.
2. Goeldner, Tourism, Principles & Philosophy, Wiley Dreamtech, 12<sup>th</sup> Edition, 2012.

**P17MBA731 - INTERNATIONAL MARKETING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concept of International Marketing.
2. Classify the methods of segmenting International markets.
3. Apply marketing mix strategies for global markets.

**Topics**

1. International Marketing – Concept.
  - Evolution of Global Marketing.
  - Internationalization of Indian firms.
  - Process of International Marketing.
2. Decision – making process for International Market.
  - Identification of International Markets.
  - Segmentation of International Markets.
  - Selection of International Markets.
  - Tools for International Market Analysis.
3. Product Strategy for International Markets.
  - Product quality decisions for International Markets.
  - Packaging and labelling for International Markets.
  - Product launch for International Markets.
  - PLC in International markets.
  - International product strategy.
4. Building Brands in International Markets.
  - Selecting brand name for International Marketing.
  - Strategies for building global brands.
5. Pricing Decisions for International Markets.
  - Pricing approaches for International markets.
  - Factors influencing pricing decisions in International Markets.
6. International Logistics and Distribution.
  - Channels of International distribution.
  - Selecting channels of International distribution.
  - Types of International Distribution channels.

7. Communication Decisions for International Markets.

- Consumer response hierarchy models.
- Process of International Marketing Communication.
- Marketing communication strategies
- Tools for International Marketing Communication
- Factors influencing International communication decision.

**Text Book**

1. Rakesh Mohan Joshi, International Marketing, Oxford University press; 2<sup>nd</sup> Edition, 2014.

**Reference Books**

1. Onkvisit, Sak. and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi; 1<sup>st</sup> Edition, 2016
2. Philip .R. Cateora, John.L.Graham. PrasanthSalwan. International Marketing, Tata Mcgraw Hill, 1<sup>st</sup>edition, 2012.
3. Thomas L Friedman, the lexis and the olive tree: Understanding Globalization, Anchor Books, 1<sup>st</sup> Edition, 2012.

**PA17MBA732 - MARKETING OF FINANCIAL SERVICES**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Classify various financial products
2. Apply the strategies for selling financial products.
3. Understand the nature of Retail and Corporate clients

**Topics**

1. Marketing Strategy for Financial Services.

- The components of strategy
- Size of wallet and Share of wallet
- Cross – selling and Up- selling
- Customer experience during moments of truth
- Customer loyalty
- Strategies adopted by Financial Institutions.

2. Understanding Human Life cycle.

3. Mutual Fund.

- The concept of mutual fund
- The structure of a Mutual fund
- Open ended and Close ended funds
- Regulations regarding Mutual funds.

4. Insurance

- Life Insurance
- General Insurance
- Reinsurance
- Channels of Insurance
- IRDA

5. Marketing of Banking Products.

- Principal activities in Retail Banking
- Drivers of retail business in India
- Rural Banking

6. Marketing for Corporate Clients

7. Sales Functions in Financial Services.

- Types of sales structure
- Personal selling in financial services
- Characteristics of a successful sales person
- Strategies for improving cross selling

8. Executing the Advertising Strategy – Financial Services Perspective.

9. Marketing at Branches

- Branch displays
- Innovations in Branch display
- Role of a Branch Marketing organizer.

10. Credit Rating Agencies in India

### **Text Book**

1. Dr. Dhananjay Bapat, Marketing of Financial services, Biztantra publications, 1<sup>st</sup> edition, 2014.

### **Reference Books**

1. P. Pandian, Financial services and Markets, Vikas Publishing House; 1<sup>st</sup> edition, 2010.
2. Hooman Estelami, Marketing Financial services, Dog Ear Publishing, 2<sup>nd</sup> Edition, 2010.
3. Vasant Desai, Financial Markets and Financial Services, Himalaya Publishing house, 1<sup>st</sup> Edition, 2010.

# Finance Management

**P17MBA733 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the Investment, Investment products and Risk Return Concepts.
2. Describe the working of Financial Markets participants, Regulators and system.
3. Acquainted with the Fundamental and Technical Analysis of securities.
4. Evaluate theories of Technical analysis, trends and patterns.
5. Construct an optimum portfolio.

**Topics**

1. Introduction to Investment
  - Financial and economic meaning of Investment
  - Types of Investment and alternatives
  - Choice and evaluation
2. Risk Return Concepts
3. Securities Market & Regulatory environment
  - Stock market in India
  - Services of intermediaries
  - Activities rendered by SEBI
  - Stock Market Index- NSE & BSE
4. Fundamental Analysis: Economics Analysis
  - Economic Analysis
  - Economic forecasting and stock Investment decisions
  - Forecasting Techniques
5. Fundamental Analysis: Industry Company Analysis
  - Industry Analysis
  - Industry Life cycle analysis
  - Company analysis
  - Measuring Earnings
6. Technical Analysis
  - Fundamental Analysis Vs Technical Analysis
  - Charting methods
  - Market Indicators

- Trend -Trend reversals Patterns
  - Moving Average and Exponential Moving Average
  - Oscillators
  - Efficient Market theory
7. Portfolio Management
- Portfolio analysis
  - Portfolio selection
  - Capital Asset Pricing Model
  - Portfolio revision
  - Portfolio evaluation

**Text Book**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill, 4<sup>th</sup> Edition, 2012.

**Reference Books**

1. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, Pearson Education, 6<sup>th</sup> Edition.
2. Kevin , Securities Analysis and Portfolio Management , PHI, 2<sup>nd</sup> Edition, 2015.
3. Reilly & Brown, Analysis of Investment & Management of Portfolios, 10<sup>th</sup> Edition, 2012.
4. Security analysis and portfolio management, M. Ranganatham& R. Madumathi , Person publishing, 2<sup>nd</sup> Edition, 2012.
5. Zvibodie, Kane & Marcus, Investments, Mcgraw Hill Education, 10<sup>th</sup> Edition, 2015.



**P17MBA734 - BANKING MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the structure and regulatory framework of Banks in India.
2. Analyze Banking operations and explain the role of technology in modern day Banking.
3. Describe the operational procedure of Banking system
4. Comprehend the payment and settlement system in banks
5. Explain the customers, products and services of Retail Banking.

**Topics**

1. Banking Overview
  - Evolution of banks in India
  - Banking growth in pre & post-Independence
  - Bank nationalization and Phases of growth
  - Banking structure in India
2. Reserve Bank of India
  - Origin of RBI
  - Functions of RBI
3. Regulatory Framework
  - Banking Regulations Act
  - Negotiable Instruments act
  - Basel Norms/ CAMEL analysis
  - KYC Norms/ Banking Ombudsman
  - IT act / SARFAESI act
4. Banking Customers, Products and Services
  - Types of customers
  - Types of Deposits
  - Fund based lending – Cash credit , Overdraft, Packing credit
  - Non Fund based lending – Bank guarantee, LOC, Lien, Pledge, Hypothecation, Mortgage
5. Banking Technology
  - Internet banking

- Mobile banking
  - Core banking
  - Point of sale
  - Automated Teller Machine
6. Payment and Settlement System- New age clearing
- EFT, ECS Debit and Credit
  - MICR Clearing
  - Cheque Truncation
  - Core Banking solutions
7. New Age Payment – National and International gateways
- RTGS
  - SFMS
  - SWIFT
8. Retail Banking
- Retail Banking products
  - Retail banking in India
9. Recent Trends in Banking
- CRM in Banking
  - Financial inclusion
  - Digital payments

**Text Book**

1. Commercial Bank Management – Kanhaiya Singh and Vinay Dutta – McGrawhill Publishing House, 2013.
2. Introduction to Banking – VijayaragavanIyengar – Excel Publications – 1<sup>st</sup>edition.

**Reference Books**

1. Principles and Practices of Banking – Indian Institute of Banking & Finance – Macmillian Publishers India Limited, 4<sup>th</sup> edition, 2015.
2. Banking Finance and theory, Law and practice – Clifford Gomez – PHI learning Private Limited, 2011.
3. Banking theory Law and practice – K.P.M. Sundharam&Varshney – Sultan chand& Sons, 20<sup>th</sup> Edition, Reprint 2015.

**P17MBA735 - RISK MANAGEMENT AND INSURANCE**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Develop an understanding of what risk is, how it can be measured and transferred.
2. Familiarize the framework of insurance business in India.
3. Impart knowledge and in-depth understanding of the selected Insurance/Risk management.
4. Understand the various types of insurance.
5. Evaluate the different methods of strategies used in Risk management.

**Topics**

1.Risk

- Types of Risk
- Risk identification and Measurement
- Pooling arrangements and diversification of risk.
- Objectives

2.Risk Version

- Risk aversion and demand for insurance
- Insurability of risk
- Loss control
- Risk retention and reduction decisions

3.Risk Management Techniques

- Analytical tools used in corporate risk management
- Products liability
- Environmental liability
- Issues in liability risk and management.

4.Introduction to Insurance

- Definition of Insurance
- Principles of insurance
- Kinds of insurance
- Pooling in insurance

#### 5. Insurance Regulators

- Insurance business in India
- Framework of insurance business
- Insurance Regulatory and Development Authority (IRDA)
- Govt. Policy on insurance sector

#### **Text Book**

1. George E. Rejda & Michael McNamara: Principles of Risk Management & Insurance, Pearson: New Delhi, 12<sup>th</sup> edition, 2016
2. P.K. Gupta: Insurance & Risk Management, Himalaya Publishing House Mumbai, 2<sup>nd</sup> Edition, 2017.

#### **Reference Books**

1. Harrington. Niehaus: Risk Management & Insurance, McGraw Hill: New York. 3<sup>rd</sup> Edition, 2010.
2. John Simpson Teale, Insurance and Risk Management, Paperback, 3<sup>rd</sup> edition, 2016
3. Mark S. Dorfman & David A. Cather, Introduction to Risk Management & Insurance, Pearson, 10<sup>th</sup> edition, 2013.

**P17MBA751 - FINANCIAL MODELLING USING EXCEL**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Build Integrated financial models using spreadsheets
2. Identify and control the key sensitivities with advanced spreadsheet simulation
3. Create models in different areas of finance including investments and corporate finance
4. Design and develop model to enhance decision making process

**Topics**

1. Finance Functions in Spreadsheets
2. Modelling using Spreadsheets
3. Business Drivers Identification
4. Growth Drivers and Modelling
5. Financial Model Template
6. Projected Financial Statements
7. Financial Statements: A Valuation approach
8. Sensitivity and Scenario Analysis
9. Project Appraisal using Spreadsheets

**Note:** 100% Lab Sessions and MS Office – Excel 2016 version is to be used.

**Text Book:**

- Wayne Winsto, Microsoft Excel Data Analysis and Business Modelling, Microsoft press, 5<sup>th</sup> Edition, 2016.

**Reference Books**

1. Danielle Stein Fairhurst, Using Excel for Business Analysis – John Wiley & Sons, India, 1<sup>st</sup> Edition, 2015.
2. Paul M healy and Krishna G Pale PU, Business Analysis Valuation, Using Financial Statement, 5<sup>th</sup> Edition, 2015.
3. Humphrey K.K Tung and Donny C.F.Lai, Professional Financial Computing using Excel and VBA, Wiley Finance, 1<sup>st</sup> Edition, 2014.

**P17MBA736 - RISK MANAGEMENT IN BANKS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concept of Risk and its process.
2. Assess the impact of various risks in banking operations.
3. Apply the risk management tools and techniques in banks.
4. Explain the basic norms for different risks in banks.
5. Disseminate the various methods to recover NPA.

**Topics**

1. Risk Overview
  - Definition & policies
  - Risk Process
  - Key Risks – Credit, Operational, Market, Liquidity, Legal , Interest rate risk
2. Asset Liability Management
  - ALM Concept
  - ALCO Techniques / Tools
  - Simulation, Duration, Gap, Linear analysis
3. Risk Measurement and Control
  - Risk exposure analysis
  - Risk Management/ Mitigation policy
  - Risk Management Policy & Procedure
4. Risk Management
  - Capital adequacy norms
  - Prudential / Exposure
  - Regulatory prescriptions of risk management
5. Credit Risk Management
  - Basel Norms / RBI guidelines for credit risk management
  - Credit Rating / Credit Scoring rating system design
  - Credit policies of banks/ Credit bureaus
  - Internal Capital Adequacy Assessing process(ICAAP)
6. Operational Risk
  - Basel norms/ RBI guidelines on operational management

- Causes for significant increase in operational risk management
  - Sound principles of operational management
  - Capital allocation for operational risk
7. Market Risk
- Treatment of market risk under RBI / Basel Norms
  - Interest rate risk
  - Foreign exchange risk
  - Price/ Commodity risk
8. Risk Management policy
- ALCO structure and functions
  - Need for risk management in banks
9. Credit monitoring
- Credit Review, Follow up, Credit defaults, Causes and Effects
10. Recovery Management
- NPA management policy

**Text Book**

1. Risk Management in banking – Joel Bessis – Wiley Publications – 4<sup>th</sup> Edition, June 2015.

**Reference Books**

- a. Winda Althen and Anthony Saunders, Risk Management in Banking, The Oxford Handbook of Banking, 2012.
- b. Theory and Practice of Treasury & Risk Management in Bank, Indian Institute of Banking and Finance, 2015
- c. R.K.Mishra and Cinder Sekhar Yadav, Risk Management in Banking, AFAIPF, 2014.

# OB & HR Management



**P17MBA737 - STRESS MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the intellectual and emotional basis of stress
2. Examine the effects of stress on the body
3. Develop the ability to reduce stress through relaxation techniques
4. Analyse the ability to reduce stress with cognitive techniques
5. Interpret the methods of stress reduction by means of physical activities

**Topics**

1. Components of Wellness
2. General Adaptation Syndrome (GAS) model of stress
3. Physiological components of stress and your body
4. Personality and stress
5. Perfectionism
6. Irrational beliefs (Rational Emotive Behavior Therapy)
7. Spirituality and stress
8. Optimism
9. Laughter
10. Happiness
11. Stress and health
12. Relaxation strategies, biofeedback, meditation
13. Time management
14. Cognitive reduction strategies

**Text Book:**

1. Blonna, R. Coping with Stress in a changing world ,McGraw Hill, 2012.

### **Reference Book**

1. Stress Management: Techniques On How To Deal With Stress And Anxiety, By Fielding Gray, Amazon.com, 2012.
2. Selye, H. The Stress of Life. McGraw-Hill, 2012.
3. Leyden-Rubenstein, L. Stress Management Handbook. McGraw-Hill, 2012.

**P17MBA738 - COMPENSATION MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The students will be able to**

1. Familiarize the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs.
2. Interpret the nature of industrial employee's compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy.
3. Impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

**Topics**

1. An Introduction to Job Evaluation
2. Methods of Job Evaluation
  - The ranking method : description, advantages and limitations
  - The classification method : description, advantages and limitations
  - Factor comparison method : description, advantages and limitations
  - Point rating methods : description, advantages and limitations
  - Hay guide chart – profile method : description, advantages and limitations
3. Wage Structure in the Plant
4. Labour Market
  - Concept and types of labour market
5. National Wage Policy
  - Concepts and Objectives of wage policy
6. Company Wage Policy
  - Wage Determination
  - Pay Grades
  - Economic Principles
7. External Equity
  - Wage Surveys
  - Wage Components
8. Dearness Allowance
  - Computation of CPI
9. Wage Incentives
  - Concept, different kinds of wage incentives plans and their

application

- pay for performance
- competency based pay

10. Bonus

- Profit Bonus
- Evolution of the Concept
- Method of Determining Bonus

11. Fringe Benefits

- Underlying Principles
- Different Kinds of Fringe Benefits

12. Wage Administration

- Pay Roll Management, Deductions etc.

**Text Book**

1. Milkovich and Newman , Compensation , Tata McGraw-Hill , 2014.

**Reference Books**

1. Dipak Kumar Bhattacharyya , Compensation Management , Cengage Publication , 2014.
2. Michael and Marlis, Reward Management: A Handbook of salary administration by Armstrong,Kogan Page Limited, 2007.
3. Vilhjalmur Stefansson, Not by bread alone, Macmillan Company, 2012.

**P17MBA739 - TALENT ACQUISITION**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Decide appropriate methods to forecast human resource requirements in an organization.
2. Identify the effective sources of recruitment for different jobs.
3. Realize the concept of tests and map tests based on the job requirements.
4. Justify the choice of selection methods with due regard to fairness and equal opportunities.
5. Describe the current trends in talent acquisition.

**Topics**

1. Human Resource Planning
  - HR Demand forecasting
  - HR Supply forecasting
2. Recruitment
  - Policies of Recruitment
  - Sources of Recruitment
3. Job Analysis
  - Job Description
  - Job Specification
4. Employee Testing
  - Basic tests and types
  - Mapping tests with job requirements
5. Selection
  - Selection process
6. Interview
  - Types of interviews
  - Principles of interviewing
  - Interviewing procedure
  - Conduct of interview
7. New Paradigms in Talent Acquisition

- E –Recruitment
- Recruitment thorough Social Media
- Equality and legal issues

**Text Book**

1. Dipak Kumar Bhattachary, Recruitment and Selection, Cengage, 2016.

**Reference Books**

1. Gary Dessler, Human Resource Management, Pearson Education ,2016.
2. Edwin Flippo, Personnel Management, McGraw Hill, 5<sup>th</sup> edition, 2016.
3. David A.Decenzo, Stephen P.Robbins, Fundamentals of Human Resource Management, Wiley Publication, 2015.
4. John M.Ivancevich, Human Resource Management, 10<sup>th</sup> edition, Mc Graw Hill,2012.

**P17MBA740 - ORGANIZATIONAL DEVELOPMENT AND CHANGE**  
**(3 Credits)**  
**20 sessions (90 Minutes / Sessions)**

**Course Outcomes : The Student will be able to**

1. Understand the importance of Organizational Development(OD).
2. Interpret the process of Organizational Development.
3. Apply the techniques of analyzing data.
4. Discuss about leading and managing change.
5. Design suitable OD interventions for Change.

**Topics**

1. Introduction to OD
  - The growth and relevance of OD
  - A short history of OD
  - Entering into an OD Relationship
2. The Nature of Planned Change
  - Theories of planned change
  - Diagnosis
  - Individual level Diagnosis
  - Group level Diagnosis
  - Methods for collecting data
3. Technique of Analyzing Data
  - Action Research
  - Training OD Practitioners in Data Feedback
  - OD intervention
  - Overview of Interventions
4. Leading and Managing Change
  - Overview of Change activities
  - Institutionalizing OD Interventions
5. Human Process Intervention
  - Third party Intervention
  - Team Building
  - Intergroup relations Intervention
  - Techno-structural interventions
  - The socio technical systems approach
  - Culture Change
  - Future of OD

**Text Book**

1. Cummings & Worley, Organization Development & Change, Cengage Learning ,10<sup>th</sup>Edition, 2014.

**Reference Books**

1. Gareth R. Jones, Organizational Theory, Design, and Change, Pearson Publications, 7<sup>th</sup> Edition, 2012.
2. KavitaSingh, Organisation Change and Development ,Excel Books, 2<sup>nd</sup> Edition, 2012.
3. Wendell L.Frency, Cecil Bell, Organizational Development, Prentice Hall, 6<sup>th</sup> Edition, 1999



**P17MBA741 - CONFLICT AND NEGOTIATION SKILLS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The students will be able to**

1. Understand the nature of conflict and of individual and joint decision making processes.
2. Formulate individual and group strategies that minimize the destructive consequences of conflict.
3. Identify the solutions satisfactory to all involved.

**Topics**

1. Nature and types of conflict
2. Perspectives on Conflict
3. Conflict Goals
4. Styles and Tactics to resolve conflict
5. Conflict Assessment
6. Negotiations Strategy
7. Tactics of Distributive Bargaining
8. Strategy & Tactics of Integrative Bargaining
9. Pre-Negotiation
10. Dealing with Negotiation Breakdowns
11. Communication in Negotiation Simulation
12. Negotiation in Group
13. Power in Negotiation
14. Third Party Intervention
15. Ethics in negotiation

**Text Books**

1. William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict (Communication), McGraw-Hill, 10<sup>th</sup> Edition, 2017.

**Reference Books**

1. Kevin Avruch, Culture & Conflict Resolution (United States Institute of Peace, 1998). M.H. Bazerman,

2. M.H. Bazerman, M. A. Neale, Judgment in Managerial Decision Making, 8<sup>th</sup> Edition 2014.
3. Susan S. Raines- Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes (Jossey-Bass Business & Management) 1st Edition 2014.
4. RAYMOND A. NOE - Employee Training & Development (Irwin Management) , McGraw-Hill Education 7th Edition, 2016.

**P17MBA742 - HR ANALYTICS**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Explain the importance of HR Analytics.
2. Illustrate the comprehensions of Human Capital Management.
3. Determine the methods of Operational Analysis.
4. Create the operational reporting through predictive Analytics.
5. Examine the future of Predictive Analytics.

**Topics**

1. Introduction to HR Analytics
  - Why Analytics is important
  - HR Analytics-Function
  - Analytics used in other Business Areas
  - Evolution of HR Analytics
2. The Human Capital Management
  - How to improve HR Processes
  - Linking HR to Strategic Drivers
  - The HR Business drivers Framework
  - Balanced Score Card
  - Strategy maps
  - Turning Data into Business Intelligence
  - Linking Strategic objectives with lead and lag indicators
  - Lead and Lag Indicators
  - The Balance scorecard approach
3. Operational Analysis
  - Statistical Analysis
  - Benchmarking
  - Trend Analysis
  - Simple Operational Reporting
4. Predictive Analysis
  - Predictive Analytics
  - Correlation

- Regression Analysis
  - Business Modelling
  - Creating Interactive Dashboards in Excel
5. Prescriptive Analysis
- Prescriptive Analytics
  - Future of HR Analytics

**Text Book**

1. JAC Fitz-Enz, The new HR Analytics, AMACOM Publications, 1<sup>st</sup> Edition, 2010.

**Reference Books**

1. Kuldeep Singh and Ramesh Soudararajan, Winning on HR Analytics, Sage Publications, 6<sup>th</sup> Edition, 2017.
2. Jac Fitz-enz & John Mattox, Predictive Analytics for Human Resources, Wiley Publications, 1<sup>st</sup> Edition, 2014.
3. Laurie Bassi and Rob Carpenter, HR Analytics Handbook, McBassi & Company, 1<sup>st</sup> Edition, 2012.

# Operations Management

**P17MBA743 - SUPPLY CHAIN ANALYTICS**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Make appropriate warehousing decisions.
2. Learn about Inventory models.
3. Understand the Analytic Hierarchy process.
4. Know the risk involved in supply chain.
5. Apply the Fuzzy logic Techniques in supply chain.

**Topics**

1. Warehousing Decisions
  - P-Median Methods
  - Greedy Drop Heuristics
  - Space Determination and Layout Methods
2. Inventory Management
  - Dynamic Lot sizing Methods
  - Multi- Echelon Inventory models
3. Transportation Network Models
  - Notion of Graphs, Minimal Spanning Tree ,Shortest Path Algorithm
  - Maximal Flow Problems
  - Set covering and Set Partitioning Problems
  - Advanced Vehicle Routing Problem Heuristics
4. Analytic Hierarchy Process
5. Data Envelopment Analysis
6. Risk Analysis in Supply Chain
  - Measuring transit risks, supply risks, delivering risks
  - Risk pooling strategies
7. Fuzzy Logic and Techniques
  - Application in SCM

**Text Books**

1. Gerardu, Supply Chain Analytics-complete self-assessment guide, Create space publications.

**P17MBA744 - WORLD CLASS MANUFACTURING**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Exaggerate the competition between information age and world class manufacturing.
2. Determine competitive edge in global business.
3. Learn the tools and systems for world class manufacturing.
4. Identify world class manufacturing in Indian business perspective.
5. Understand how to convert Indian business strategies in world class manufacturing.

**Topics**

1. World-Class Manufacturing and Information Age Competition
  - Globalization and International Business
  - World-Class manufacturing and Information Age Competition
  - Manufacturing Challenges of the Information Age
  - Problems in the Manufacturing Industry
2. Gaining Competitive Edge Through World-Class Manufacturing
  - Manufacturing Excellence and Competitiveness
  - Models of World-Class Manufacturing
  - The Practices of World-Class Manufacturing
  - Quality in World-Class Manufacturing
3. Systems And Tools For World-Class Manufacturing
  - Overview of systems and Tools: Information Management Tools
  - Product and Process Design Tools
  - Bar Code Systems
  - The Kanban-A Lean Production Tool
  - SQC
  - Poka Yoke
4. World-Class Manufacturing: The Indian Scenario
  - Competitiveness of Indian Manufacturing
  - Manufacturing Objectives and Strategies
  - The Manufacturing Strategic Intent Framework
  - Strategic use of IT in Indian Manufacturing
5. Leading India Towards World-Class Manufacturing

- Developing Strategic Thinking in Manufacturing
- Issues in Strategic Planning for World-Class Manufacturing
- Strategic Planning Methodology for World-Class Manufacturing
- World-Class Manufacturing Implementing Plan
- Performance Measurement System for World-Class Manufacturing

**Text Books**

1. B S Sahay, K B C Saxena and Ashish Kumar, World-Class Manufacturing – A Strategic Perspective, Macmillan, 2009

**Reference Book**

1. Gunn, T.G., Manufacturing for Competitive Advantage: Becoming A world Class Manufacturer, Ballinger Publishing, 2007



**P17MBA745 - THEORY OF CONSTRAINTS**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand fundamentals of Theory of Constraints.
2. Appreciate the Thinking Process of Theory of Constraints.
3. Apply these concepts in various aspects of business - Operations - Finance and measurements - Supply Chain - Project Management - Strategy and Tactics.

**Topics**

1. Introduction to TOC Course outline and expectations.
2. TOC in Operations
  - Discussion
  - Params & Learning Goldratt Satellite Program on Operations.
  - Theory on TOC in Operations –
  - appreciation of variability and dependency MICCS simulation (advanced operations simulation) and expectations.
3. TOC – Thinking Process
  - Concepts
  - Case study.
4. TOC – Finance
  - Measurements Goldratt Satellite Program on Finance Measurements
  - Quiz
  - Case Study.
5. TOC – Supply Chain Management
  - TOC Insights in Supply chain Beer Game
  - Implication Project: Build Solution for any specific case.
6. TOC – Project Management
  - Coin game Concepts of TOC in Project Management
  - Card Game for release control Applications and solution.
7. Strategy
  - Tactic Goldratt Satellite Program on Strategy
  - Tactic N&S of Strategy

- Tactic N&S of Technology

**Text book:**

1. Eliyayary M Goldratt and John G.Scheir, Handbook of Theory of Constraints, McGraw Hill, 2010.

**Reference book:**

1. Thomas B. Mcmillan, Theory of Constraints, CRC press, 1998.

**P17MBA746 - MAINTENANCE MANAGEMENT**

**(3 Credits)**

**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand fundamentals of maintenance concepts.
2. Appreciate different types of maintenance systems.
3. Apply these systems for various types of industries/machines.
4. Manage spares and cost of maintenance.
5. Monitor performance of maintenance work.

**Topics**

1. Role and scope of maintenance
  - Centralized and decentralized maintenance
  - Organization structures
  - Design of Maintenance organization
2. Different types of Maintenance systems
  - Design and its selection
  - Break down maintenance
  - Routine maintenance -Predictive maintenance
  - Preventive maintenance
  - Corrective maintenance
  - Total Productive Maintenance(TPM)
  - Design maintenance
  - Contract maintenance
3. Spares management
  - Pareto's principles for repetitive breakdown analysis
  - Planning considerations for each type of activities
  - Work measurement in Maintenance
  - Time standards in maintenance work
  - Incentive schemes for employees
4. Man power planning in Maintenance
  - Selection -Training
  - Scheduling maintenance costs

- Budget preparation and budgetary control of maintenance expenditures.

#### 5. Maintenance effectiveness S

- Various performance indices and their evaluation
- Uses and limitations - monitoring of maintenance performance
- Replacement Techniques
- Application of Computer in maintenance

#### **Text book:**

1. Gopalakrishnanand Sundararajan, Maintenance Management, Prentice Hall of India, New Delhi, 2014.

#### Reference Book:

1. Don Nyman, Maintenance Planning, Coordination and Scheduling, Industrial Press INC, 2<sup>nd</sup> Edition, 2010.

**P17MBA747 - BUSINESS PROCESS REENGINEERING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the concepts of business process and how it can be completely improved by reducing cycle time and cost and improving the quality of process and products.
2. Identify key elements behind reengineering and formulate the methodologies to implement process changes.
3. Develop measures and benchmarks for business processes.
4. Determine the success factors of BPR and its implications in implementation.
5. Analyse process related data so as to understand and counter the barriers in reengineering.

**Topics**

1. Introduction
  - Business Process: Definition
  - Dimensions
  - Basic need for Reengineering
  - Benefits of BPR
  - Key targets of BPR
2. BPR Implementation Methodology
  - Reasons for implementation of BPR
  - Necessary attributes of BPR methodologies
  - BPR team characteristics
  - Different phases of BPR
  - Different BPR methodologies
3. BPR Tools and Techniques
  - Performance measures of BPR
4. Success Factors of BPR
  - Top Management Sponsorship
  - Executive Leadership
  - Strategic Alignment
  - Change Management

- Critical Success factors of BPR

#### 5. Barriers to Business Process Reengineering Success

- Barriers to BPR implementation - A framework for Barrier management

#### **Text Book**

1. Sethi, Organizational Transformation Through Business Process Reengineering, Pearson, Education 2009.

#### **Reference Books**

1. Bhatt, Business Process Reengineering, Himalaya Publishing House ,2010
2. Dey, Business Processing Re Engineering & Change Management, Biztantra 2009
- Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2010

# Family Business Management

**P17MBA 748 - INTERNATIONAL BUSINESS MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Understand the basic concepts of international business management.
2. Evaluate the emergence and functioning of international trade organizations.
3. Identify various role of International economic organizations in facilitating global business.
4. Analyse the impact FDI's and MNC's.
5. Evaluate the conflict and ethical issues arising in international business environment.

**Topics**

1.Introduction

- Relevance of Globalisation
- Why go International?
- Special problems in International Business

2.International Business Environment

- Economic, Cultural, Political and Technological environment
- Trade Theories – Absolute advantage, Comparative advantage, Product Life-Cycle Theory, New Trade Theory and National Competitive Advantage:Porter's Diamond

3.GATT/WTO and Global Liberalisation

- Emergence, role and functions of GATT/WTO
- Features of Uruguay Round
- GATS,TRIMS,TRIPS
- Evaluation of WTO
- WTO and India

4.Regional Economic Integration

- Levels of economic integration
- Trade Blocs
- European Union (EU)- Brexit
- NAFTA
- ASEAN
- BRICS

5.MNC, FDI and Market entry Strategy



- Characteristics of Different Organisational Model
- Role of MNC, merits and demerits
- FDI in the World Economy-Trends, Direction and Source
- Market entry strategy

#### 6.Economic Organisations

- International Monetary Fund
- World Bank
- An Evaluation of IMF-World Bank
- International Financial Corporation
- Asian Development Bank
- EXIM
- ECGC

#### 7.International Business

- Balance of Trade
- Components of Balance of Payment
- Countertrade
- Incoterms
- Special Economic Zones

#### 8.Conflicts in International Business

- Conflict in International Business
- Ethical Issues
- Environmental Issues

#### **Text Book**

1. Charles W.I.Hill and Arun Kumar Jain, International Business, McGraw Hill, 10<sup>th</sup>edition, 2014.

#### **Reference Books**

1. Francis Cherunilam,International Business, Prentice Hall of India,5<sup>th</sup> edition, 2014.
2. Justin Paul, International Business, Prentice Hall of India 2010, 8<sup>th</sup> Edition, 2012.

**P17MBA749 - TECHNOLOGY MANAGEMENT**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Advance with the awareness of technological innovation in managing changes.
2. Demonstrate different approaches in managing innovation.
3. Identify drivers and barriers to technological innovation in an organization.
4. Evaluate various technologies and innovations and select appropriate strategies.
5. Understand the nature of technology commercialization.

**Topics**

1. Introduction

- Concept and Meaning
- Evolution of Technology
- Invention – Innovation - Diffusion
- Forms of Technology – Process : Product
- Types and patterns of Innovation

2. Strategizing Technology

- Technology driven strategies
- Convergent and Divergent Cycle
- Time of entry
- Organizational direction and balanced approach

3. Technology Assessment

- Technology Planning Framework
- Technology choice
- Technological Leadership and Followership
- Methods of Assessing Technology changes

4. Technology Acquisition

- Sources of Technology Acquisition
- Methods of Acquisition
- Technology creation
- The role of R&D

5. Technology Diffusion

- Rate of Diffusion: Innovation Time and Innovation Cost
- Innovation adoption

- Geoffrey Moore's crossing the Chasm

#### 6. Technological Forecasting

- Exploratory: Intuitive, Extrapolation, Growth curves, Technology monitoring
- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram

#### 7. Technology Transfer

- Technology Transfer vs. Acquisition
- Methods and Models of Technology Transfer
- Transfer processes and price negotiation

#### 8. Organizational Implications of Technology

- Relationship between Technical Structure and Organizational Infrastructure
- Flexible Manufacturing Management system (FMMS)

#### 9. Financial Aspects in Technology Management

- Improving Traditional Cost Management System
- Barriers to the Evaluation of New Technology

#### 10. Social Issues in Technology Management

- Technological Change and Industrial Relations
- Technology Assessment and Environmental Impact Analysis

#### 11. Human Aspects in Technology Management

- Integration of People and Technology
- Organizational outcome

#### **Text Book**

1. Tarek M Khalil, Ravi Shankar, Management of Technology-The key to competitiveness and wealth creation, McGraw Hill, 2<sup>nd</sup> Edition, 2012

#### **Reference Books**

1. Schilling, Melissa A., Strategic Management of Technological Innovation, McGraw-Hill, 4<sup>th</sup> Edition, 2012
2. Hossein Bidgoli, The Handbook of Technology Management, Wiley (3 vol. set), 2010.
3. Tushman, Michael L and Philip Anderson, Managing Strategic Innovation and Change, Oxford University Press, 2<sup>nd</sup> Edition, 2004.
4. C.S.V.Moorthy, Technology Management, Himalaya Publishing House, 1<sup>st</sup> Edition, 2012.
5. Peter.F.Drucker, Technology Management and Society, Harvard Business Review Press, 2010
6. NeelakantamTatikonda, Management of Technology, Excel Books, 2010
7. Robert Szakonyl, Handbook of Technology Management, Viva Books Pvt. Ltd., 2006

**P17MBA750 - ENTERPRISE RESOURCE PLANNING**  
**(3 Credits)**  
**20 Sessions (90 Minutes / Session)**

**Course Outcomes : The Student will be able to**

1. Familiarize the importance of Enterprise resource planning in contemporary organizations
2. Ascertain the association of various cross functions of business in order to implement appropriate ERP module
3. Analyze the importance of ERP implementation strategies and prepare to confront challenges
4. Comprehend about dynamics of ERP market place and leading ERP software
5. Aware about the Enterprise application integration and future trends in ERP

**Topics**

**1.Introduction to ERP**

- Overview of enterprise systems
- Related Technologies
- Business Intelligence
- E-Commerce and E -Business
- Business Process Reengineering
- Data Warehousing – Data Mining
- On-line Analytical Processing (OLAP)
- Product life Cycle management (PLM)
- Supply Chain Management (SCM)
- Customer Relationship Management (CRM)

**2. BUSINESS MODULES**

- Finance ,Manufacturing
- Marketing, Sales, Distribution and service
- Human Resources , Plant maintenance
- Materials Management – Quality management
- Operation and Maintenance
- Maximizing performance of ERP Systems

**3. ERP IMPLEMENTATION**

- Implementation Strategies ,Challenges

- Pre-implementation Tasks
- Requirements Definition
- Methodologies Package selection
- Project Teams , Process Definitions
- Vendors and Consultants
- Data Migration
- Project management
- Post Implementation Activities

**4.ERP SOFTWARE MARKET**

- ERP - Marketplace Dynamics
- SAP AG
- Oracle - PeopleSoft -JD Edwards
- QAD Inc.
- Lawson Software
- SSA Global – Epicor – Intuitive.

**5. ERP - Present and Future**

- Enterprise Application Integration
- ERP and E-Business
- ERP II
- Total quality management
- Future Directions and trends in ERP.

**Text Books:**

1. Alexis Leon, ERP Demystified, Tata McGraw- Hill, Second Edition, 2008
2. Mary Sumner, Enterprise Resource Planning , Pearson Education, 2007

**Reference Books:**

1. Glynn C Williams, Implementing SAP ERP Sales & Distribution Tata McGraw Hill, 2014.
2. Peter Jones, John Burger , Configuring SAP ERP Financials & Controlling , Wiley IndiaPvt.ltd, 2012
3. Jagan Nathan Vaman, ERP in Practice : ERP Strategies for Steering Organizational Competence and Competitive Advantage, Tata McGraw-Hill, 2007
4. JimMazzullo, Peter Wheatley , SAP R/3 for Everyone: Step-by-Step Instructions, Practical Advice, and Other Tips and Tricks for Working with SAP, Pearson Education, 2007.

# Open Elective

**P17MBA901 - YOGA AND WELLNESS MANAGEMENT - II**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes: The students will be able to**

1. Practice lifelong health and fitness
2. Understand the relationship of the mind, body and soul
3. Apply the principles and techniques of relaxation and meditations

**TOPICS**

**1. Streams of Yoga:**

- Jnana yoga, Karma yoga, Raja yoga and Bhakti yoga, Naad yoga, Hatha yoga, Laya yoga

**2. Asanas**

- Susksha vyayamas
- Therapeutical asana for various disease

**3. Pranayamas**

**4. Relaxation Technique**

- Instant relaxation techniques
- Deep relaxation techniques
- Quick relaxation techniques

**5. Meditations**

- Om Kara meditation
- Mind sound resonance techniques
- Pranic energy techniques

**6. Five elements theory**

**Learning Resources**

**Text Books :**

1. Yoga, B.K.S. Iyengar
2. Asanas, Pranayama – By SwamyKavalayananda

**Reference Books :**

1. Astanga Yoga – O.P. Tiwari
2. Yoga and Medicine by Dr. Brena
3. Psychosomatic yoga by Mumfurd
4. Art of living by Goenkaji, Published by Vipassana meditation centre
5. Patanjali yoga sutras, commentaries written by Taimini, Ernest wood, Karambelkar
6. Principles and methods of yogic therapy by S.L. Vinekar and swami kavalayananda
7. Various articles from yoga mimamsa
8. Publications by Vivekananda Kendra, Bangalore
9. Shat Darshans
10. Yoga physiology by Dr.M.V. Bhole

**P17MBA903 - ARABIC - II**

**(Level 2)**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes:**

The students will be able to

- Frame simple sentences using tenses
- Converse at various places.

**TOPICS**

1. Use of tenses
2. Self-introduction
3. Conversation in a marriage
4. Conversation in an airport
5. Conversation in a police station
6. Conversation in a market
7. Conversation in a tour with friends
8. Conversation in Asking directions
9. Conversation in case of an accident
10. Conversation in a hospital

**Note:** Basic grammar is taught to handle the common mistakes, and the other session are interactive and practical conversations.



**P17MBA904 – FRENCH - II**

**(Level 2)**

**(1 Credits)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes: The Student will be able to**

1. Read and write a small announcement, describe about neighbours, write a small portrait
2. Express one's wishes, talk about one's hobbies, ask time
3. Describe one's status of life in a blog, justify a choice, express one's preferences, write a list of needs

**Topics**

**1. Partager son lieu de vie**

- Things around us
- Subjective and emphatic pronouns
- Self-introduction online
- Talk about accommodation
- Conjugation: aller and venir, possessive adjectives
- Adjective's gender
- Noun's gender
- Things in a room
- Simple prepositions

**2. Vivre au quotidien**

- Physical description
- Speak about accommodation
- Writing a self-portrait
- Hobbies
- Conjugation: vouloir, pouvoir and devoir, connected articles

**Note:** The course faculty will provide relevant audios, videos, handouts and notes

**Text Book:**

1. Saison (Méthode de français, cahier d'activités)

**Reference Books:**

1. Reference books : La conjugaison, Dondon, Echo

<p><b>P17MAB905 – JAPANESE - II</b>  <b>Japanese Language elementary course II</b>  <b>( 1 Credits)</b></p>
<p><b>COURSE OBJECTIVES :</b>  They can acquire the necessary skills to pass JLPT (Japanese language Proficiency Test) N5 Level.  They also will become able to read Kanji 126 letters.</p>
<p><b>Unit I 9 hours</b>  1-3 Please V. / Kanji 1-10  4-6 Permission and Prohibition / kanji 11-20  7-9 Describing two activities / Kanji 21-30</p> <p><b>Unit II 9 hours</b>  10-12 I have to V. / Kanji 31-40  13-15 Verbs which express ability or possibility. / Kanji 41-50  16-18 Describing experience. / Kanji 51-60</p> <p><b>Unit III 9 hours</b>  19-21 Plain-style / kanji 61-70  22-24 I think that ... / Kanji 71-80  25-27 Qualifying nouns with verbs and adjectives. / kanji 81-90</p> <p><b>Unit IV 9 hours</b>  28-30 When ... / kanji 91-100  31-33 Describing thr giving and receiving of services. /  Kanji 101-110  34-36 If ... / Kanji 111-126</p> <p><b>Unit V 9 hours</b>  37-39 Preparing for JLPT N5.  40-42 Preparing for JLPT N5.  43-45 Preparing for JLPT N5.</p>
<p><b>Total : 45 hours</b></p>

**P17MAB906 - HINDI - II**

**(Level 2)**

**(1Credit)**

**7 Sessions (90 Minutes / Session)**

**Course Outcomes:** *The students will be able to*

- Frame simple sentences using tenses
- Converse at various places.

**TOPICS**

1. Use of tenses
2. Self-introduction
3. Conversation in a marriage
4. Conversation in an airport
5. Conversation in a police station
6. Conversation in a market
7. Conversation in a tour with friends
8. Conversation in Asking directions
9. Conversation in case of an accident
10. Conversation in a hospital
11. Work as a doctor
12. Work as a civil engineer
13. Work as an electric engineer
14. Work as a navy officer
15. Work in a call center

**Note:** Basic grammar is taught to handle the common mistakes, and the other sessions are interactive and practical conversations.