

. Strategic Management
Course code : MBA -301

Objectives: To provide a robust knowledge of old and new schools of theory and practices in strategic management, and to guide in thinking in a strategic environment.

Contents:

Unit I: Introduction to strategic management, hierarchy of strategic intent- mission, vision, goal and objectives, strategic management process

Unit II : environmental appraisal, organizational appraisal, corporate level strategies, business level strategies, strategic analysis and choice

Unit III: Strategic implementation – activating strategies, structural implementation, behavioural implementation, functional and operational implementation

Unit IV: Strategy evaluation and control– overview, strategic control techniques, financial and social performance control techniques.

Unit V: Strategic issues in specified areas- global business, managing technology and innovation, organization adaptation and change, specified type of organisations

Text books:

1. Strategic Management – L.M.Prasad,Sultan Chand, New Delhi, 2009
2. David Fred, Strategic Management, Prentice Hall of India, 1997.

References

- 1.Business Policy and strategic management – by Azhar Kazmi, Tata Mxgraw Hill, new delhi, edn 2 , 2006
- 2.Mamoria and Mamoria – Business planning and Policy, Himalaya Publishing house – 1998.
- 3.Budhiraja SB and Athreya MB, Cases in Strategic Management, Tata McGraw Hill 1996.
4. Christensen CR, Business Policy: Text and cases, Illinois, Richdar Irwin 1987.
- 5.Strategic Management, competitiveness and Globalization, Thomson, 2001.
6. 7.R. Srinivasan, Strategic Management the Indian context, Prentice Hall of India, 2002.
- 8.Lawrance, Jauch and William Blucck Business Policy and Strategic Mgt., - McGraw Hill Intl

2.TOTAL QUALITY MANAGEMENT

Course Code: MBA-302

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Objectives:

This course is designed to familiarize MBA students with the concept of managing quality across all domains of management. Many companies have discovered that maintaining excellent standards of quality in manufacturing alone is inadequate to succeed in the market. This course will also attempt to familiarize the participants with the process of Six Sigma and Lean Management. Special stress will also be made to introduce the concept of building quality at the design stage itself through QFD. Case studies and other state-of-art articles will be used extensively.

Contents

UNIT I: Basics of TQM, Gurus of TQM, Quality-definition & dimensions, Barriers to TQM, Deming Philosophy, Quality Statements, Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Employee Involvement—empowerment, effective teams, suggestion systems, Performance appraisals & rewarding practices

UNIT II : KAIZEN- Continuous Process Improvement, Juran Trilogy, PDSA / PDCA Cycle, 5S, Reengineering, Benchmarking-process & pitfalls, The seven tools of quality, Control Charts for improving Process capability, New seven Management tools, Quality circles.

UNIT III: SIX SIGMA-process, DMAIC / DMADV, LEAN Management—Value Stream, Flow, Pull, Single Minute Exchange of Dies (SMED); LEAN SIX SIGMA

UNIT IV: Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures, Benchmarking;

Quality Management Systems- ISO 9000:2000, TS 16949, ISO 14000 – Concept, Requirements, Benefits, Documentation, Quality Auditing

UNIT V : Quality Function Deployment (QFD) – Kano’s model of customer satisfaction, House of Quality-Voice of the customer, Planning Matrix, Voice of the Organization, technical correlations, Technical descriptors, Targets ; QFD Process, Benefits, Applications of QFD; Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Failure Mode and Effect Analysis (FMEA) – Stages, documentation.

Text book :

1. Dale H.Besterfield, et al., “Total Quality Management”, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

References

1. James R.Evans & William M.Lindsay, “The Management and Control of Quality”, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. “Total Quality Management”, McGraw-Hill, 1991.
3. Oakland.J.S. “Total Quality Management”, Butterworth Heinemann Ltd., Oxford, 1989.
4. Narayana V. and Sreenivasan, N.S. “Quality Management – Concepts and Tasks”, New Age International 1996.

5. Zeiri. "Total Quality Management for Engineers", Wood Head Publishers, 1991. For more details, visit www.annauniv.edu/academics/index.html/
6. Donald Benbow & Kubiak, "The Certified Six Sigma Black Belt Handbook", Pearson, 2005
7. Cohen, "Quality Function Deployment", Pearson, 2004

INVESTMENT MANAGEMENT

Course Code: FIN-301

Objectives:

The objective of this course is to explore the theory and practice of investments covering the topic areas of capital market structure, valuation, security analysis and portfolio management. This course will emphasize an understanding of economic forces that influences the pricing of financial

Contents:

UNIT I: Investment setting — Securities — Sources of investment information — Security market indications — Security Contract regulation Act. Investor Protection,

UNIT II: Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.

UNIT III: Economic Analysis — Economic forecasting and stock Investment Decisions — Forecasting techniques. Industry Analysis — Industry classification. Economy and Industry Analysis. Industry life cycle - Company Analysis Measuring Earnings — Forecasting Earnings

UNIT IV: Fundamental Analysis Vs Technical Analysis — Charting methods — Market Indicators. Trend — Trend reversals — Patterns - Moving Average — Exponential moving Average — Oscillators

UNIT V: Portfolio Theory – Portfolio Construction — Performance Evaluation – Portfolio revision-Mutual Funds.

TEXT BOOK: Punithavathy Pandian, 'Security Analysis & Portfolio Management' – Vikas Publishing House Pvt., Ltd., 2001

Reference:

1. Donald E.Fischer & Ronald J.Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.
2. V.A.Avadhani 'Securities Analysis and Portfolio Management', Himalaya Publishing House, 1997.
3. V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000

1. MERCHANT BANKING AND FINANCIAL SERVICES

Course Code: FIN 303

Objectives:

To provide an overview of the Indian financial system in tune with the service Industry. It also deals with the role of merchant bankers, fee based and fund based financial services and consumer credit.

Unit I: Financial Services Industry – Emergence – Developments – Fund Based and Non-fund based activities – modern activities – New Financial Products and Services, Innovative Financial Instruments – Challenges Ahead.

Unit II : Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments -- Issue Pricing – Book Building – Preparation of Prospectus -Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals– Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue activities

Unit III: Fee based services - Mergers and Acquisitions – Portfolio Management Services – Credit Rating – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan - Mutual Funds - Business Valuation.

Unit IV: Factoring and Forfeiting - Modus Operandi, types, functions – Factoring in India - Bills Discounting –Real estate Industry – Housing Finance – Housing Finance system – National Housing Bank – Refinance scheme for HFCs – Asset Liability Management – Securitization – Mortgage-Based Securitization – Reverse Mortgage Loan (RML) Securitization of Standard Assets - Financial Evaluation

Unit V: Consumer Credit – Credit Cards –Real Estate Financing – Bills Discounting – Venture Capital.

Recommended text book:

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. **Gurusamy**, MERCHANT BANKING AND FINANCIAL SERVICES, *Tata McGraw Hill, Delhi, 2009.*

Reference books :

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI

1.SERVICES MARKETING

Course Code : MKT-301

Objective:

The objective of this course is to expose the students to the unique characteristics of services and its marketing implications. The intent of the course is to discuss, measure and analyze several facets of services marketing, essential for the success of a service sector firm.

Contents :

UNIT I: Introduction to services marketing – Services economy – evolution and growth of service sector – nature and scope of services – characteristics – classification – service market potential – expanded marketing mix for services – service quality – introduction to gaps model and SERVQUAL dimensions.

UNIT II: Focus on customers - Assessing service marketing opportunities – customer expectations and perceptions of services – customer behavior specific to usage of services – service markets segmentation – market targeting and selection.

UNIT III: Service design – Levels of service product – Service life cycle – new service development – service blueprinting – physical evidence and service scape – competitive differentiation of services – service positioning strategies – developing positioning maps – pricing of services – methods and specific issues.

UNIT IV:

Service delivery – People in services – service process – distributing service direct distribution, channel functions, channels selection, impact of information technology – designing communications mix for promoting services – building service customer relationships and service recovery – role of internal marketing in service delivery- Drivers of service dissatisfaction

UNIT V: Marketing strategies for different services – Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services.

Textbook:

1. Zeithmal, Bitner, Gremler and Pandit

REFERENCES:

1. Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2004.
2. Christopher H.Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, N.Delhi, 2004.
3. Halen Woodroffe, “Services Marketing”, McMillan Publishing Co, New Delhi 2003.
4. Nimit Chowdhary and Monika Choudhary, “Text book of Marketing of Services”, the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
5. Christian Gronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons England 2001.

4. SALES AND DISTRIBUTION MANAGEMENT

Course code : MKT 401

Objective: To make the student aware of issues related to sales force management focusing on “selling” as a tool of Marketing Communication. The study of Channel Management offers an appreciation of logistics of information and goods, and exposes students to the types of systems required to optimize organizational efficiency through this function.

Contents:

Unit I Personal selling and marketing – Objectives of sales management, personal selling objectives, theories of selling, personal selling process, size of sales force, ethical responsibilities in sales management, compensation, selection of sales personnel, motivation of sales force

Unit II- , sales meeting, Sales contest, sales quotas, sales territories, evaluating and controlling of sales personnel, analysis of sales, cost analysis.

UNIT – III Physical distribution-Distribution management, Marketing mix, marketing channels, wholesaling and retailing, designing channel system, selecting channel members.

UNIT – IV- Managing the marketing channel .Product, Pricing and Promotion issues in Channel Management and Physical Distribution, channel information system, Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

UNIT – V - E-enabled selling and distribution .E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

Text Books :

- 1.Still R R and Condiff Govoni, Sales Management, Pearson Education
2. Kapoor and Kansal: Basics of Distribution Management – A logistical approach (Prentice-Hall India)

Reference Books :

1. Johnson, Kurtz and Scheuing : Sales Management (Mc Graw-Hill)
2. Rosenbloom: Marketing Channels – a management view (Dryden Press)
- 3.David Jobber and Geoffrey Lancaster, Selling and Sales Management, Pearson Education
- 4.Anderson R, Professional Sales Management, Prentice Hall
4. Johnson, Sales Management – Concepts, practices and Cases, McGraw Hill
5. Dalrymple, Sales Management, Concept and Cases, John Wiley
6. Das Gupta, Sales Management, In the Indian Perspective, Prentice Hall

1.INTEGRATED SUPPLY CHAIN MANAGEMENT

Course code : SCM 301

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Objectives:

This course aims at developing the ability to conceptualize, design, and implement supply chains aligned with product, market, and customer characteristics. Business competition is now between supply networks rather than individual corporations. Managing the flow of products, information, and revenue across supply chains differentiates the ability of supply networks to fulfill customer needs.

Contents

UNIT I: The Role of Supply chain management in economy & organization–evolution, key concepts & importance of supply chain, Indian scenario in supply chain, Enablers of Supply Chain performance, Supply Chain Drivers and Metrics, Supply Chain performance Measures, Customer service & cost trade-offs

UNIT II : Sourcing decisions in supply chain- supplier assessment & selection, design collaboration, procurement process ; Outsourcing-make vs buy. – 3PL & 4PL

UNIT III : Managing Information flow in supply chains, Demand forecasting- qualitative, quantitative, time-series, behavioral issues ; Role of IT in supply chain—CRM, supplier relationships, Transaction execution, decision support ; E-Business & supply chain; emerging technologies such as radio-frequency identification (RFID), electronic product code (EPC), and voice directed activities

UNIT IV : Managing material flow in Supply Chain—Inventory management & control, Warehousing – Strategic issues – Economic benefits, Service benefits ; Transportation in a Supply chain– Drivers of transportation decisions, Modes of Transportation– Design Options for a Transportation net work , Vehicle scheduling, Transportation costs & E-Retailing, Network design in the supply chain.

UNIT V : Supply chain integration—internal & external integration, relationships building; Supply chain restructuring—postponement; Agile supply chain; Pricing & revenue management, Conflict resolution in supply chain.

Text Book :

1. Supply Chain Management-Text & Cases, Janat Shah, Pearson, 2009
2. Supply Chain Management--Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalra, Pearson Education, India

References

1. Supply Chain Logistics Management , Donald J. Bowersox, David J. Closs, M. Bixby Cooper, Tata McGraw – Hill Publishing co Ltd, New Delhi.
2. Modeling the Supply Chain, Jeremy F. Shapiro, Massachusetts Institute of Technology, Published by Thomson India Edition, India.
3. Supply Chain Management , Stanley E . Fawcett, Lisa M. Ellaram, Jeffrey A Ogden Pearson Education, India
4. Designing & Managing the Supply Chain, Simchi-Levi, Kaminski & Simchi-Levi, Tata McGraw Hill, 2004
5. Logistics and Supply Chain Management, authored by Anurag Saxena, Ph D, Lt. Col Kaushik Sircar, published by Jaico Publishing House, India.
6. Supply Chain Management – A Logistics Perspective, Coyle, Bardi, and Langley 8th Edition, South-Western Thompson Learning (2008) ISBN 0-324-37692-8

2 .PURCHASING MANAGEMENT

Course code : SCM 302

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Objectives:

In many organizations, the value of purchased goods and services could account for as much as 60% of their total costs. As a result purchasing activities have a high impact on overall profitability. The quality, cost, and value of purchased goods and services directly influence a company’s overall success as measured by customer satisfaction, brand loyalty, competitiveness, and profitability This course is designed to give students a background in the practice of Purchasing and strategic sourcing and the related concepts including the problems of supplies requirements, sourcing, pricing, procurement, logistics, storage, and distribution in all kinds of enterprises.

Contents

UNIT I: Purchasing -- policy & procedures, purchasing cycle, purchase orders, Purchasing tools & techniques (ABC, VED, HML, FSN), Purchasing related information system, E-purchase, Purchasing organization. Purchasing of services.

UNIT II : Supply management, Local Vs National suppliers, Distributor Vs Direct supply, Single Vs multiple sourcing, Commodity strategy development, Public purchasing, outsourcing, Worldwide Sourcing—foreign Vs developing countries, Just In time and lean thinking, managing supply chain risks & disruptions, Creating purchasing dashboard,

UNIT III: Supplier Selection, Evaluation, Classification and Development – location, reserve capacity, technological capability, inspection, labor relations, warranty, Supplier scorecard, Supplier development and new product development.

UNIT IV: Strategic Cost Mgt, Price/Cost Analysis, Total cost of Ownership—usefulness and limitations, Purchasing profit center models,

UNIT V: Negotiation, Contract Management, Best practices in negotiations, contracts etc., suppliers as partners, Ethics in Purchasing, Supplier code of conduct.

References

1. Purchasing & Supply Chain Management, 4th ed., Monczka, Handfield, Giunipero, Patterson, Southwestern/Cengage Learning (2009), ISBN: 0324381344
2. Purchasing and Supply Chain Management, [Kenneth Lyons](#); [Brian Farrington](#), ISBN 10: 0273694383 / 0-273-69438-3 , ISBN 13: 9780273694380
3. World Class Supply Management, Burt, Dobler, and Starling, 7th edition
4. Purchase and Supply Chain Management, Benton Jr, W.C, McGraw-Hill, second ed., 2010
5. Purchasing and Supply Chain Management, Monczka, Robert; Trent, Robert; and Handfield, Robert, 3rd Edition, 2004, Cincinnati: South-Western. ISBN 0-538-81495-0.
6. Logistics and Supply Chain Management, Jonsson, P McGraw-Hill, latest edition
7. Supply Management, 8th Edition, 2009, by David N. Burt, Sheila D. Petcavage and Richard L. Pinkerton. McGraw-Hill/Irwin, NY, NY.
8. Purchase Order Management Best Practices: Process, Technology, & Change Management by Ehap H. Sabri, Arun P. Gupta, & Michael A. Beitler. ISBN: ISBN-13: 978-1932159639
9. Purchasing by Michael and Mary Lu Harding. ISBN-13: 978-0764114052
10. Purchasing & Supply Chain Management by A. J. Van Weele. ISBN-13: 978-1408018965
11. dspace.mit.edu/bitstream/handle/1721.1/49779/457180206.pdf

2.LABOUR LEGISLATIONS

Course code : HR- 302

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Objectives :

This course attempts to cover all the legal issues & Acts that HR executives should be familiar with in connection with wages, working conditions and labor welfare, social security etc.

Contents : Change by AR

The following acts would be studied in depth,

1. The Factories Act
2. The Trade Unions Act
3. The Payment of Wages Act
4. The Minimum wages Act
5. The Industrial Disputes Act
6. The Workmen's Compensation Act]
7. The Payment of Gratuity Act
8. The Payment of Bonus Act
9. The Employee Provident Fund and Miscellaneous Act
10. The Employees State Insurance Act
11. The Industrial Employment (Standing Orders) Act

Text book

1. Kapoor N.D, Elements of Industrial Law, Sultan Chand

Reference Books:

1. Srivastava, Industrial Relations and labour laws, Vikas, 4th edition,
2. Respective Acts from Bare act
3. Dhandapani, commercial and Industrial law, Sultan Chand, 1998.
- 3-4. Das Gupta, Maintaining Industrial discipline, Response Books, 2002

5. TRAINING AND HUMAN PERFORMANCE ENHANCEMENT

L	T	P		C
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Course code : HR 402

Objective :

To provide and thorough understanding of the training requirements, methods and techniques, evaluation and marketing

Contents:

Unit I: Introduction to Training and Development, Strategic Training and development Process, Factors influencing working , learning and Training,

Unit II: Training need Assessment, process, Models of need assessment, Learning theories, process and program design, Transfer of training – training design

Unit III: Traditional training methods, - on the job, off the job, E learning and use of technology in training, Training Evaluation- outcomes used for evaluation, evaluation design, practices , determining ROI

Unit IV: Employee development – Approaches, process and strategies, Special issues in Training & Development – external and internal issues, Future of Training and development

Unit V: Careers and career management - definition, model, career management systems, evaluation career management systems, Special challenges in career management – Socialisation, orientation,

Recommended Textbook:

1. Employee Training and Development by Raymond A Noe

References :

- 1 Bewnet, Roger cd Improving Training effectiveness, Aldershot, Gower 1988
- 2 Buckley R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page 1995
- 3 Lynton R Pareek U Training to Development 2nd ed. New Delhi, Vistaar, 1990.
- 4 Pepper, Allan D, Managing the Training and Development function, Aldershot, Gower, 1984
- 5 Rae L etc. Hon to Measure Training Effectiveness, Aldershot, Gower, 1986
- 6 Reid M.A. etc. Training interventions, Managing Employee Development, 3rd ed. London IPM 1992
- 7.Serge P The Fifth Discipline, The Art and Practice of the learning organization London Century, 1992

