

IV SEMESTER

Subject code	Title of the Subject	Teaching hours/week			Duration of Exam in Hours	Marks for			Total Marks
		Lecture	Practical/Field Work/	Total		IA	Exam./Viva Voce	External Assessment	
12MBA41	Supply Chain Management	4	1	5	3	50	100		150
12MBA42	Total Quality Management	4	1	5	3	50	100		150
	ELECTIVE 5	4	1	5	3	50	100		150
	ELECTIVE 6	4	1	5	3	50	100		150
	ELECTIVE 7	4	1	5	3	50	100		150
	ELECTIVE 8	4	1	5	3	50	100		150
12MBA47	Internship	-	-		-	100	100	100	300
Total		16	4	20	12	400	700	100	1200

MARKETING AREA

FINANCE AREA

HRM

Sub Code	Subject	Sub Code	Subject	Sub Code	Subject
12MBAM M415	Rural Marketing	12MBAFM 425	Project Appraisal Planning & Control	12MBAHR44 5	International Human
12MBAM M416	Strategic Brand Management	12MBAFM 426/ 12MBABI4 36	International Financial Management	12MBAHR44 6	Personal Growth & Interpersonal Effectiveness
12MBAM M417	Integrated Marketing Communications	12MBAFM 427	Risk Management	12MBAHR44 7	Organization Development & Change
12MBAM M418	International Marketing Management	12MBAFM 428	Tax Management	12MBAHR44 8	Strategic Talent Management

SEMESTER IV: CORE SUBJECTS

SUPPLY CHAIN MANAGEMENT

Sub Code: 12MBA41	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

MODULE 1

(8 Hours)

Introduction to Supply Chain Management

Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.

MODULE 2

(10 Hours)

Designing the supply chain network

Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modelling for supply chain.

MODULE 3

(5 Hours)

Designing and Planning Transportation Networks.

Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.

MODULE 4

(8 Hours)

Sourcing and Pricing.

Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

MODULE 5

(5 Hours)

Information Technology in the supply chain

IT Framework – customer relationship management – internal supply chain management – supplier relationship management – transaction management – future of IT.

MODULE 6**(6 Hours)**

Coordination in a Supply Chain

Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.

MODULE 7**(7 Hours)**

Dimensions of Logistics

Introduction: A macro and micro dimension – logistics interfaces with other areas – approach to analyzing logistics systems – logistics and systems analysis – techniques of logistics system analysis – factors affecting the cost and importance of logistics.

MODULE 8**(7 Hours)**

Demand Management and Customer Service

Outbound to customer logistics systems – Demand Management – Traditional Forecasting – CPFRP – customer service – expected cost of stockouts – channels of distribution.

PRACTICAL COMPONENTS:

1. Students are expected to choose any 2 Indian Organization and study their supply chain in terms of drivers of the Supply chain and submit a report
2. Students can study TPL and FPL service providers in India and develop the profile of various services provided by them
3. Students can identify any product/service and study the type of distribution system used and understand the reason for using that particular type.
4. Students can identify the various types of IT applications employed by Indian Organizations in their Supply chain.

RECOMMENDED TEXT BOOKS:

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, 2007.
2. Coyle, Bardi, Longley, The management of Business Logistics – A supply Chain Perspective, Thomson Press, 2006.
3. Supply Chain Management by Janat Shah Pearson Publication 2008.

REFERENCE BOOKS:

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Second Edition, 2008.
2. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, 2005.
3. David Simchi-Levi et al, Designing and Managing the Supply Chain – Concepts,

TOTAL QUALITY MANAGEMENT

Sub Code: 12MBA42	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (6 hours)

Introduction to TQM

Meaning of the terms quality, quality control and quality assurance, importance of quality, quality dimensions of products and services, quality and competitive advantage, cost of quality, TQM, Evolution of TQM, Basic principles of TQM, TQM VS Traditional management, advantages of TQM

Module II (10 Hours)

Philosophical Framework to TQM

Contribution of various gurus of TQM, Deming-Deming's chain reaction, Deming's principles, deadly sins, PDCA cycle, Juran- Quality trilogy, Juran's breakthrough sequence, Philip Crosby- Quality is free, Taguchi's Quality loss function, Ishikawa and Quality Circles.

Module III (6 Hours)

Benchmarking

Definition, reasons for benchmarking, types of benchmarking, process of benchmarking- what to benchmark, understanding current performance, planning, studying others, using findings, Xerox model of benchmarking, Advantages and pitfalls of benchmarking
Concept of Kaizen and its applications

Module IV (6 Hours)

Business Process Re-engineering(BPR)

Introduction, Need for BPR, Implementing BPR, Steps in BPR, Re-engineering Vs. TQM, BPR Vs. Kaizen, Re-engineering the structure, change management and BPR, BPR and IT, Advantages and Limitations, Indian examples of BPR

Module V (10 Hours)

Quality Management Systems(QMS)

Introduction, meaning of QMS, ISO 9000, Benefits of ISO, ISO 9000-2008 series, implementation of ISO 9000, Problems related to ISO 9000, QS 9000, Need for QS 9000, QS 9000 series
ENVIRONMENTAL MANAGEMENT SYSTEM (EMS), ISO 14000 series, Benefits of ISO 14000, Integrating ISO 9000 & 14000

Module VI**(8 Hours)**

Quality Awards

Introduction, Need for Quality Awards, Deming Prize and its features, MBNQA and its features, European quality award and its features, Golden peacock award

Module VII**(4 Hours)**

Statistical Quality Control (SQC)

Introduction, 7 tools of quality, fundamental statistical principles, SPC, Process capability, Introduction to control charts, Variable control charts- X bar and R charts, Control charts for attributes- P chart, np chart, c chart and U charts, numericals on control charts.

Module VIII**(6 Hours)**

Introduction to Six Sigma

Historical developments, statistical framework for six sigma, DPU and DPMO concepts, DMAIC methodology, Training for Six Sigma, Benefits of Six Sigma, Six sigma and TQM.

PRACTICAL COMPONENT:

1. Students have to study any Indian organization which has won Deming prize and identify the quality initiatives of that organization
2. Students are expected to study various quality awards given in India like CII Business excellence award , Rajiv Ghandi national quality award and Tata groups Excellence Award and compare with international awards
3. Students can identify any 2 products and 2 services and develop Quality attributes for the same.
4. Students can identify industry from any sector and conduct a benchmark study with respect to best in the class.

RECOMMENDED TEXT BOOKS:

- 1.Total Quality Management, Organization and Strategy, James R. Evans, 4th Edition Cengage Learning
2. Total Quality Management, Dale.H. Besterfield, 3rd Edition, Pearson Education
3. Total Quality Management Text and Cases, G. Nagalingappa & Manjunath VS, Excel books.
4. Total Quality Management, Shridhar Bhat, Himalaya Publication

REFERENCE BOOKS:

- 1.Total Quality Management by Poornima M.Charantimath, Pearson Education.
2. Quality Control Handbook by JURAN, Mc.Graw Hill Publication

SEMESTER IV: MARKETING AREA

RURAL MARKETING

Sub Code: 12MBAMM415	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(4 Hours)

Introduction: Definition, scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets

Module II

(6 Hours)

Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

Module III

(6 Hours)

Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors,

Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism,

Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty

Module IV

(6 Hours)

Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection,

Module V

(9 Hours)

Rural Marketing Strategies:

a) Segmenting, Targeting and Positioning

Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Geographic Segment, Demographic Segmentation, Psychographic Segmentation, Behaviour Segmentation, Multi-attribute Segmentation,

Targeting- Evaluation and Selection of Segments, Coverage of Segments,

Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept

b) Product Strategy: Introduction, Marketing Mix Challenges, Product concepts classification- Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services,

c) New Product Development: Consumer Adoption Process, Product life cycle, Product Mix,

d) Branding in Rural India- Brand building in Rural India, Brand Spectrum in Rural, Brand Loyalty Vs Stickiness

e) Fake Brands- The Fakes Market, Strategy to counter fakes,

Structure of competition in Rural India, Product warranty and After-sales-service, Conclusion, Assignment

Module VI

(7Hours)

Distribution Strategy: Introduction: Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural

Module VII

(7 Hours)

Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalised media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of

Consumer Behaviour on Communication strategies,

Module VIII

(7 Hours)

The future of Rural Marketing: Introduction, Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing

Case studies in Indian context only

(4 Hours)

Practical Components:

Visit to the various Micro Finance Institutes, who extend their services in catering rural market. Approaching the FMCG companies which have already catered in Rural and Understand the approach strategy (What is that innovative concept the company has adopted in successfully catering in to rural markets) Visit to a village and understand the market structure and also understand the functioning part of the rural markets Students should come up with new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability) Students can do a survey on purchase pattern of automobiles or telecom products or any other smart gadgets. Students can do a survey on corporate farming and its effect on income of the rural farmer.

RECOMMENDED BOOKS:

1. Rural Marketing - Pradeep Kashyap & Siddhartha Raut, Biztantra
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House,
3. Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
4. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication 2007.

REFERENCE BOOKS:

1. Rural Marketing – Mathur U. C, 1/e, excel books.
2. Rural Marketing – Krishnamacharyulu C. G & Lalitha Ramakrishnan, Pearson Education.
3. Rural Marketing – Habeeb Ur Rahman,1/e, HPH, 2004.
4. Rural Marketing – Sukhpal Singh , Vikas Publishers
5. Rural Marketing – Minouti Kamat & R. Krishnamoorthy, 3/e, HPH.
6. Agricultural Marketing In India – Acharya , Oxford I B H
7. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
8. Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.
9. Rural Marketing – Badi, HPH.

STRATEGIC BRAND MANAGEMENT

Sub Code: 12MBAMM416	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I– Introduction To Branding: (8 Hours)

Historical Origins Of Branding. Definition Of Brand. Why Do Brands Matter To Consumers And Producers. Branding Of Physical Goods, Services, Retailers And Distributors, People, Organizations, Sports, Arts, And Entertainment, Geographic Locations Etc. Branding Challenges And Opportunities.

Module II : Measuring Brand Equity: (8 Hours)

Definition. Cost Based Method. Price Based method. Customer based brand equity.

Module III: Choosing Brand Elements (7 Hours)

Definition and criteria for choosing brand elements. Options and tactics for Brand names, URL's, Logos and symbols, Characters, slogans, jingles, packing and putting it all together.

Module IV: Brand Positioning: (7 Hours)

Product positioning. The three C's of positioning. Competitive positioning. POP'S AND POD's. Positioning Strategy.

Module V: Other Branding Concepts: (6 Hours)

Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality

Brand Image- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity

Brand Knowledge: Meaning, Dimensions, and conceptualizing the leverage process using company, countries, channels, other brands, characters, events etc

Module VI: Branding Strategies (7 Hours)

Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension. How do customers value Brand Extension. Evaluating Brand Extension Opportunities.

Brand Repositioning: Meaning, Types of repositioning strategies in Indian marketing

Module VII: Brand Imitations: (5 Hours)

Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Module VIII– Making Brands Go Global:

(6 Hours)

Geographic extension, sources of opportunities for global brand, Single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization , Managerial blockages, organisation for a global brand, pathways to globalization.

Case studies in Indian context only**(2 Hours)****Practical Components:**

1. Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other products
2. If you would start an MBA College, what would the positioning be with POP's and POD's?
3. Pick up your college, analyse its positioning and how would you reposition it?
4. Pick a multiproduct company and as completely as possible analyse its brand portfolio and brand extensions ?
5. Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy
6. Student can carry out a study on Celebrity endorsement by visiting the brand building house like lowe lintas regarding the Brand promotion.

RECOMMENDED BOOKS:

1. Strategic Brand Management: Building Measuring & Managing Brand Equity – Kevin Lane Keller, 3/e, Pearson Education, 2011.
2. Brand Management: The Indian Context - Moorthi Y L R, Vikas Publication.
3. Strategic Brand Management – Kapferer, JeanNoel, 2/e, Kogan Page.
4. Brand Imitations – Kaptan, Pandey S, 1/e, HPH, 2004.
5. Brand Management - Tapan Panda, 2/e, Excel Publication.
6. Brand Management : Text and Cases, U C Mathur, 1/e, Macmillan.

REFERENCE BOOKS:

1. Brand Management- Harish V. Verma, 2/e, Excel Books.
2. Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003
3. Managing Indian Brands –Ramesh Kumar S, Vikas.
4. Strategic Brand Management- Richard Elliott & larry Perclu, 1/e, Oxford Press
5. Creating powerful brands – Chernatony, 1/e, Elsevier Publication.
6. Successful Promotions Build Successful brands – Pran K. Chodhury, University Press

INTEGRATED MARKETING COMMUNICATIONS

Sub Code: 12MBAMM417	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(8 Hours)

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model.

Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications

Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC

Module II

(4 Hours)

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

Module III

(4 Hours)

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, Various budgeting methods used.

Module IV

(8 Hours)

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

Module V

(8 Hours)

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity

Public relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Module VI

(4 Hours)

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Module VII

(11 Hours)

International Advertising: Global environment in advertising, Decision areas in international advertising

Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet advertising

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

Module VIII

(5 Hours)

Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.

Case studies in Indian context only

(4 Hours)

Practical Components:

Study the IMC programs adopted by various colleges to students applying for an MBA course? Is the tactic adopted by your college right? If no, what are your suggestions? Study the role of newspapers, radio, television, billboards, internet and other media in the marketing of mobiles. cold drinks, jeans, mobiles etc. Observe a marriage in your family and write about how you would 'event manage' it? Take an advertisement introducing a new product like soap, biscuit etc and find the media in which it was advertised. Ask your friends if they can recall this advertisement and the message. Analyse if they would or would not buy the product on the basis of this advertisement? And why? Students can do a survey on effective media communications.

RECOMMENDED BOOKS:

1. Advertising and Promotions IMC Perspectives: Belch and Belch – Tata Mc Graw Hill, 9/e, 2012.
2. Advertising 'An IMC Perspective' - S. N. Murthy / U.Bhojanna - Excel Books, 2007.
3. Advertising & Integrated Brand Promotion - O'Guinn, Allen, Semenik, Cengage Learning.
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 3/e, Pearson Education, 2007.
5. Integrated Marketing Communications – Niraj Kumar, HPH.

REFERENCE BOOKS:

1. Foundations of Advertising, Chynawalla & Sethia, HPH, 2007
2. Advertising management - Rajeev Batra, John G Myers & Aaker, 5/e, PHI, 2007.
3. Event marketing and management- Sanjaya Singh, Vikas Publication, 2003.
4. Advertising Basics, Vilanilam, Varghese, Response Books, 2007
5. Advertising, Sangeeta Sharma & Raghuvir Singh, PHI, 2006.

INTERNATIONAL MARKETING MANAGEMENT

Sub Code: 12MBAMM418	IA Marks : 50
No. of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(7 Hours)

Framework of international marketing: Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies

Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.

Module II

(8 Hours)

Developing a global vision through marketing research: Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets

Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

Module III

(7 Hours)

Global marketing management – planning and organization: Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition

Module IV

(6 Hours)

Products and services for consumers: Quality – Green marketing and product development, products and culture – analyzing product components for adaptation– products for consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, brands in international markets

Products and services for businesses

Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

Module V

(8 Hours)

Licensing, Strategic Alliances, FDI: Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.

Global Distribution

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design

International retailing

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing

Module VI

(7 Hours)

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations.

Promotion Decisions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Module VII

(6 Hours)

Recent trends in India's foreign trade: Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

Module VIII

(2 Hours)

The future of global marketing: Six major changes in global marketing

Case studies

(5 Hours)

Practical Components:

Go to the web sites of companies like Coca Cola, Toyota, Nike etc: study their practices in India as well as their home country in the areas of technology, pricing, service, warranty, advertising etc. A toy manufacturer in Channapatna wants to export his toys to Bangladesh and USA. Based on internet research, what would you advise them regarding the 4 P's of marketing? If he is willing to change his designs too, what would you recommend? Study the progress of foreign MNC's who entered India alone (Yamaha, Ford, Hyundai etc) and those who went for a Indian partner (Toyota, Honda, Suzuki etc) and study their progress. Did it make any difference to have an Indian partner? Students can visit international franchises operating in India like Mc Donald, KFC, Pizza hut and so forth to get an insight about modes of internalisations covering challenges and prospectus for franchising.

RECOMMENDED BOOKS:

1. International Marketing – Cateora, Graham, 15/e, TMH, 2012.
2. International Marketing – Varshney, Bhattacharya – S Chand
3. Global Marketing Management – Warren J. Keegan, 7/e, Pearson.
4. Global Marketing - Johny K. Johannson, 4/e, TMH.
5. International Marketing – Dana, Nicoleta, Lascu, Biztantra, 2003
6. International Marketing – Francis Cherunillam, 7/e, HPH, 2004.
7. Global Marketing Strategies – Jean, Pierre Jeannet, 6/e, Biztantra.
8. International Marketing -Naragundkar R, Excel Books.

REFERENCE BOOKS:

1. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw , 4/e Biztantra.
2. International Marketing – Rakesh Mohan Joshi, Oxford, 2004.
3. International Marketing – Michael Czinkota, Ilka A. Ronkainen, Cenage Learning.
4. International Marketing – Srinivasan R, 2/e, PHI.
5. International Logistics – Pierre David, Biztantra, 2005.
6. International Management: A Strategic prespective, John B Cullen & K Praveen Parboteeah, 1/e, Thomson.

SEMESTER IV: FINANCE AREA

PROJECT APPRAISAL, PLANNING & CONTROL

Sub Code: 12MBAFM425	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (4 Hours)

Planning & Analysis Overview: Phases of capital budgeting – Levels of decision making – objective.

Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies – portfolio planning tools – strategic position and action evaluation – aspects relating to conglomerate diversification – interface between strategic planning and capital budgeting.

Module II (6 Hours)

Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries.

Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning.

Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule

Module III (12 Hours)

Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

Project cash flows: Basic principles of measurement of cash flows – components of the cash flow streams – viewing a project from different points of view – definition of cash flows by financial institutions and planning commission – biases in cash flow estimation.

Appraisal criteria: Net Present Value – benefit cost ratio – internal rate of returns urgency – payback period – accounting rate of returns – investment appraisal in practice.

Module IV (10 Hours)

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – montecarlo simulation – decision tree analysis – selection of project – risk analysis in practice.

Special decision situations: Choice between mutually exclusive projects of unequal life – optimal timing decision – determination of economic life – inter-relationships between investment and financing aspects – inflation and capital budgeting.

Analysis of firm and market risk: Portfolio theory and capital budgeting – capital asset pricing model – estimation of key factors – CAPM and Capital budgeting

Module V (5 Hours)

Social Cost Benefit Analysis(SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA.

Module VI (4 Hours)

Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model –

Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations.

Environmental appraisal of projects: types and dimensions of a project – meaning and scope of environment – Environment – Environmental resources values – environmental impact assessment and environmental impact statement.

Module VII (5 Hours)

Project financing in India: Means of finance – norms and policies of financial institutions – SEBI guidelines – Sample financing plans – structure of financial institutions in India – schemes of assistance – term loans procedures – project appraisal by financial institutions.

Module VIII (10 Hours)

Project Management: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Network techniques for project management – development of project network – time estimation – determination of critical path – scheduling when resources are limit – PERT and CPM models – Network cost system (Only problems on resources allocation and resources leveling)

Project review and administrative aspects: Initial review – performance evaluation – abandonment analysis – administrative aspects of capital budgeting – evaluating the capital budgeting system of an organization.

Practical Component:

Students can be asked to identify how the approaches to project appraisal differ between commercial projects in the private sector and a public sector.

Students can visit a bank/financial institution and study the project appraisal criteria adopted by them

Students can visit the organizations which have undertaken large projects (For eg: Bangalore Metro Rail Project) and study the risk associated with such projects and also study how they assess and manage such risks.

Students can study the project financing provided by banks in India.

RECOMMENDED BOOKS:

1. Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
2. Project Management and Control – Narendra Singh, HPH, 2003.
1. Project Management – Bhavesh M. Patel, 2/e, Vikas.

REFERENCE BOOKS:

2. Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
3. Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
4. Project Management: Small Steps Towards a Big Journey – Vasant Desai, HPH, 2009.
5. Construction Project Management, Planning, Scheduling and Control – Chitkara, 1/e, TMH.
6. Project Management – Choudhury, 1/e, TMH.
7. Project Management – K Nagarajan, New Age International, 2004.
8. Project Management – Merdith & Gopalan, Wiley India (P) Ltd. 2011.

Website:

<http://www.fundula.com/allcourses>

INTERNATIONAL FINANCIAL MANAGEMENT

Sub Code: 12MBAFM426/12MBABI436	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(6Hours)

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution

Module II

(8Hours)

International flow of funds and International Monetary system:-

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility.(problems on BOP)

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Module III

(6Hours)

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal , Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- -Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.

Module IV

(6Hours)

International Financial Markets and Instruments :- Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds , Global Bonds. Floating rate Notes, Zero coupon Bonds International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements

Module V

(8 Hours)

International Parity Relationships & Forecasting Foreign Exchange rate:- Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

Module VI**(8Hours)**

Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure.

Module VII**(8Hours)**

Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-problems on both two way and three way swaps. Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

Module VIII**(6Hours)**

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

Practical Component:

Students can study the Balance of Payment statistics of India for the last five year and present the same in the class. Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them. Students can study the impact of exchange rate movement on the stock Index. Students can predicting exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class. Students can visit a bank and study the foreign exchange derivatives offered by them.

RECOMMENDED BOOKS:

1. International Finance Management - Eun & Resnick, 4/e, Tata McGraw Hill.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff Madura, Cengage Learning 2008.
4. International Financial Management – Vyuphakesh Sharan, 5/e, PHI, 2011.
5. Multinational Financial Management – Alan C. Shapiro, 8/e, Wiley India Pvt. Ltd., 2011.
6. International Financial Management – Madhu Vij, Excel Books, 2010.

REFERENCE BOOKS:

1. International Financial Management – Siddaiah T, 1/e, Pearson, 2011.
2. International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
3. International Finance – Shailaja G, 2/e, University Press, 2011.
4. International Financial Management – Apte P. G, 6/e, TMH, 2011.
5. International Finance – Maurice Levi, 5/e, Routledge, 2009.
6. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2010
7. International Finance – Thomas O'Brien, Oxford University Press, 2010.

RISK MANAGEMENT

Sub Code: 12MBAFM427	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (4 Hours)

Over view of Risk, Risk identification, Risk, Insurance and Management: Introduction to Risk and Insurance. Risk identification and Risk Evaluation,

Risk assessment & Management- Risk analysis: Exposure of physical assets, financial assets, and Human assets, Exposure to legal liability. Risk Management, Risk control.

Module II (7 Hours)

Risk Management using futures and forwards differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures -specification of futures -Commodity futures, Index futures interest rate futures-arbitrage opportunities.

Module III (8 Hours)

Risk Management using Swaps: Mechanics of interest rate swaps –volatility of interest rate swaps –currency swaps –valuation of currency swaps.

Module IV (10 Hours)

Risk Management using Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity-mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exocotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options.

Module V (7 Hours)

Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward markets, commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

Module VI (7 Hours)

Interest rate markets-Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives (Black model).

Module VII (5 Hours)

Credit risk-Bond prices and the probability of default, Historical default experience, Reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation.

Module VIII

(8 Hours)

Value at Risk (VAR)-Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing

Practical Components:

Students can visit a financial institution dealing in commodity derivatives and study the products offered by him.

Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

RECOMMENDED BOOKS:

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
4. Financial Derivatives – Mishra V, Excel Books.

REFERENCE BOOKS:

1. Risk Management & Insurance – Harrington & Niehaus, 2/e, TMH.
2. Risk Management & Derivative – Shulz, Cengage Learning.
3. Principles of Risk Management & Insurance – George E. Rejda, 11/e, Pearson Education, 2011.
4. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning,
5. Introduction to Risk Management & Insurance – Mark S. Dorfman, 9/e, Pearson, 2008
6. International Risk & Insurance –Skipper, TMH
7. Options & Futures –Edwards & Ma, 1/e, MacGraw Hill.
8. Derivatives & Financial Innovations – Bansal, TMH.
9. Credit Risk Management – Anderw Fight , 1/e, Elsevier.
10. Financial Derivatives –Kumar S. S. S, PHI, 2007.
11. Risk Management – Koteshwar, HPH.
12. Futures, Options and Swaps – Robert W. Kolb, 5/e, Wiley India Pvt Ltd. 2011.
13. Risk Management and Insurance, Treishumann, James S., 12/e, Cengage Learning.
14. Risk Accounting & Risk Management for Accountants – Chorafas D, 1/e, Elsevier.

TAX MANAGEMENT

Sub Code: 12MBAFM428	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (7 Hours)

Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee)

Module II (8 Hours)

Explanation under various heads of income. Income from salary (Basic problems), Income from House Property (Theory Only)

Module III (10 Hours)

Income under the head profit and gains of business or professions and its computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Module IV (8 Hours)

Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains.

Module V (6 Hours) Income from Other Sources (Theory Only) Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.

Module VI**(6 Hours)****Computation of tax liability of a firm and partners.****Module VII****(6 Hours)**

Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax.

Module VIII**(5 Hours)**

Central excise act- objects and provisions of the act in brief (theory)- goods, excisable, CENVAT- **Customs act** - Basic definition, charge. **Central sales tax and VAT** (Only basic Concept).

Practical Components:

1. Understanding the usage of software package while calculating different taxes
2. Preparation of Income tax returns of Individual assesses.
3. Preparation of sales tax returns
4. Studying the online submission of Income tax returns

RECOMMENDED BOOKS:

1. Direct Taxes – Vinod Singhania and Kapil Singhania, Taxman Publications
2. Indirect Taxes – V S Datey, Taxman Publications.

REFERENCE BOOKS:

1. Students Guide to Income Tax – Vinod Singhania, Taxman Publications.
2. Direct Tax – Mehrotra, Sahitya Bhavan
3. Students Guide to Income Tax – Manoharan T. N, Snow White.
4. How to deal with VAT- Kul Bushan, 1/e, Pearson Education/PHI, 2004.
5. Income Tax Law & Practice - Mahesh Chandra & Shukla, Pragathi Publications
6. VAT – Pillai, Jaico Publications, 2004
7. Direct Tax – Lal & Vashisht, Pearson Education
8. Direct Taxation – Meena Goyal, Biztantra publication,

SEMESTER IV: HUMAN RESOURCES AREA

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Sub Code: 12MBAHR445	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(8 Hours)

Introduction to IHRM Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM- Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

Module II

(6 Hours)

Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization. Managing alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances.

Module III

(8 Hours)

Recruitment, Selection and staffing in International context: International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

Module IV

(6 Hours)

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country- specific performance management practices.

Module V

(7 Hours)

Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

Module VI

(8 Hours)

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

Module VII

(5 Hours)

International Labour Relations: Key issues, response of labour unions to MNCs. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

Module VIII

(8 Hours)

HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China.

Practical components:

Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another. Give a MNC recruitment case and ask the students to design and present a recruitment strategy. Debate on the challenges involved in measuring performance of employees in multinational context. Give a case and role play it, to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle. Debate the Visa policy of India for hiring foreign workers

RECOMMENDED BOOKS

1. International Human Resource Management - Monir H. Tayeb, Oxford University Press, 2005.
2. International Human Resource Management - Peter J. Dowling, Denise E. Welch, Cengage Learning

REFERENCE

BOOKS:

1. International Human Resource Management - Aswathappa K, Sadhna Das, Mc Graw Hill.
3. The Global Challenge : framework for international human resource management - Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
4. International Human Resource Management - Tony Edwards, Chris Rees, PersonEducation.
5. International Human resource Management – Rao P. L, Excel Books.
6. International Human resource Management – Chris Brewster, University Press.

PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS

Sub Code: 12MBAHR446	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I(5 hours)

Personal growth: Meaning, nature and scope of personal growth. Self-awareness and self- esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self improvement plan.

Module II(6 hours)

Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self disclosure, seeking feedback, self reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.

Module III(8 hours)

Understanding human personality: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence.

Module IV(8 hours)

Attitudes, beliefs, Values and their impact on behavior: Personal change-meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Habits of personal effectiveness. Seven habits of highly effective people.

Module V(8 Hours)

Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.

Module VI(6 Hours)

Interpersonal relations and personal growth: Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments,

Module VII(7 Hours)

Transactional Analysis: Ego states, types of transactions and time structuring. Life position, scripts and games.

Module VIII(8 Hours)

Experiential learning methodologies-T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference (students may go through three days personal growth lab for experiential learning)

Practical components:

Students are expected to conduct an in depth study about various personality traits & TA and submit a detailed report.

Students have to undergo psychometric test like MBTI, FIRO-B, Big Five etc , conduct

SWOT analysis and prepare a personal growth plan based on the results

Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.

Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.

Organize a workshop on MBTI for the students to know their type and to understand the type dynamics. Organize a neuro linguistic programming workshop for the participation of all HR students.

A

RECOMMENDED BOOKS:

1. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
2. Human Relations in organizations - Robert N. Lussier, 6/e, Mc-Graw Hill Education.
3. Development of Management Skills - Whetten & Cameron, 7/e, PHI.
4. Competency Mapping Assessment and Growth - Naik G. P, IHRM, 2010.

REFERENCE BOOKS:

1. Understanding OB - Udai Pareek, Oxford University Press.
2. Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
3. Seven habits of highly effective people - Stephen R Covey, Pocket Books.
4. Training in interpersonal Skills- Stephen Robbins, Pearson Education.

ORGANIZATIONAL DEVELOPMENT AND CHANGE

Sub Code: 12MBAHR447	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (6 hours)

Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

Module II(6 hours)

OD process: Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.

Module III(9 hours)

Designing OD interventions: Human process interventions:- coaching, training and development, process consultation, third part intervention, and team building. Organization confrontation meeting, intergroup relations intervention, and large group intervention. Techno structural interventions:- Structural design , downsizing, reengineering, employee involvement, work design, socio technical systems approach,

Module IV(9 hours)

HR and Strategic interventions : HRM interventions:- performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

Module V(6 hours)

Special applications of OD : OD in, health care organizations, family owned organizations, educational institutions, public sector organizations and future directions in OD.

Module VI (8 hours)

Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, types and styles of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented

Module VII(6 hours)

Appreciating change: External environment as drivers of change, business cycles, industry cycles, technology and strategic change, industry evolution and concentration, developing a change agenda. Cognition and organizational change, mental models, organizational learning, Senge's five disciplines, business models and value propositions, refining the change agenda

Module VIII

(6hours)

Mobilizing support and executing change: Four approaches to change, parallel organization, ownership and involvement in change, dealing with political aspects of change, the psychology of persuasion, communicating to influence, targeting influence efforts, framing change, making difficult choices, negotiating change. Executing change: challenges of execution, execution framework, developing cross functional linkages, aligning policies, and removing structural impediments, developing new routines for innovation and improvement, considering human element.

Practical components:

Students are expected to study the changes that have taken place in various industries over a period of ten years and submit a report. Hold a debate in the classroom about downsizing the workforce. Identify the need for OD intervention for your college and call the director/ principal of your college to the classroom to explore the possibility for OD intervention. Debate the phrase "change is the only constant thing" along with the field-force theory of Kurt Levin. Design a role play event for students, so that they will play it out to mobilize support for a change implementation programme.

RECOMMENDED BOOKS

1. Organizational Development and Change - Cummings T.G. and Worley C. G., Cengage Learning, 2005.
2. Managing organizational change - Harigopal K, Response Books, 2006.
3. Change management - Nilakant V. and Ramnarayan S. Response books 2006.
4. Managing organizational change - Palmer, Dunford and Akin, 2011.
5. Organizational Change and Development – Kavitha Singh, Excel Books,2010.

REFERENCE BOOKS:

1. Organizational development - Ramnarayan S and Rao T V, Sage Publicatin, 2011.
2. Organization Development - Wendell L. French, Cecil H. Bell, Veena, Jr, Pearson Education.
3. Change Management - Radha Sharma, Tata McGraw Hill, 2007.

STRATEGIC TALENT MANAGEMENT

Sub Code: 12MBAHR448	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I(6 hours)

Talent Management: Meaning and significance of talent management. Aligning HRM goals to business, attracting talent, retaining talent, becoming the best employer by employer branding activities, inculcating performance culture, right sizing the workforce, work

life balance initiatives, providing HR leadership to business.

Module II(8 hours)

Competency Mapping: Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions.

Module III(8 hours)

Methods of data collection for mapping.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioural event interview. Developing competency models from raw data-data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Module IV

(8 hours)

Performance Management: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. Performance goal setting, performance coaching and support, performance monitoring, performance appraisal. Performance feedback.

Module V

(7 hours)

Performance management & employee development: Personal Development plans, 360 degree feed back as a developmental tool, performance management & reward

systems: performance linked remuneration system, performance linked career planning & promotion policy.

Module VI (7 hours)

Employee engagement- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey .

Module VII (6 hours)

Succession planning: Identifying managerial positions which are critical for the business. Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents. Taking up lateral hiring when there is discontinuity in the succession plans.

Module VIII (6 hours)

Career planning: Creating career growth opportunity. Mentoring employees for growth. Providing developmental job assignments, providing resources of learning and development opportunities, vertical promotions and horizontal postings to promote career progression, psychological contract and career anchors.

Practical components:

Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies. Students can be asked collect the information related to attrition rates in various sectors and identify the possible reasons for the same through a survey Ask the students to find out the best employer surveys conducted during the past one year and make a presentation. Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions. Ask the students to role play the behavioural event interview to collect data for competency mapping for the position of management professor. Ask students to collect data in your college or any other organization using Q 12 instrument and analyze it to find out the engagement level of employees. Identify the important positions in your college or any other organization and ascertain the measures if any taken to develop second line of leadership. (2) Discuss a case relating to succession planning.

RECOMMENDED BOOKS:

1. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley 1993
2. Competency mapping, Assessment and Growth - Naik G.P, IHRM, 2010.
3. Performance Management - Herman Aguinis, Pearson Education, 2007.
4. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.
5. Appraising & Developing Managerial Performance- Rao T. V, Excel Books

REFERENCE BOOKS:

1. Performance Management - Dixit Varsha, 1/e, Vrinda Publications Ltd
2. A Handbook of Competency Mapping – Seema Sangi, Response Books, 2004
3. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill.