

Master of Business Administration (MBA) Syllabus

Paper Code – MB 401

Course: STRATEGIC MANAGEMENT

Course Objective: The purpose of the course is to make the students learn about strategic environment and decision making to impart case based for make students know the real-time decision making

Unit: I Introduction to Strategic Management

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping strategy, Developing strategic Vision. Mission, Objectives. Crafting and Executing strategy. Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic Model, Strategy Positioning, Choices- Strategy in action.

Unit: II Environmental Analysis for Strategy

Strategic Position; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a Change ; SWOT analysis, Porter's Diamond Model, Value chain analysis, Core competencies- Cost Efficiency, , Capability building and Management

Unit: III Strategy Formulation and Sustenance

Strategy Formulation; Business-Level strategy- Creating and Sustaining Competitive advantages; Generic strategies, Choice based strategies, Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business

Unit: IV Alternative Strategy Development

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive strategies. Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing. Market diversification, merger, acquisition strategies, Strategic Alliances.

Unit: V Strategy Implementation and Corporate Ethics

Strategy Implementation: Strategies Evaluation and Control, Corporate Governance, Good corporate Citizenship, Environmental Change- Attaining Behavioural Control, Instilling Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

Suggested Books:

1. Arthur A Thompson Jr, Strickland "Strategic Management- Concepts and Cases" TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring corporate Strategy" 2009, Pearson Ed Ltd, United Kingdom, 2nd Edition.
3. Michael Hitt, Ireland, Hoskinson, "Strategic Management" 2010, Cengage Learning, New Delhi
4. Fred R. David, "Strategic Management" 2008, 12th Edition, PHI Learning Limited, New Delhi.
5. Garth Saloner, Andrea Shepard, Joel Podolny, "Strategic Management" 2001, International Edition John Willy Publication, New York.
6. Michael Porter, "Competitive Strategy" 2005 Reprint, Free Press, London.
7. UpendraKachru, "Strategic Management- Concepts and cases" 2005, EXCEL BOOKS, New Delhi.
8. R.M.Srivastava, "Management Policy and Strategic Management- Concepts, Skills and Practices" 2014 Revised edition, H P H , Hyderabad.

Master of Business Administration (MBA) Syllabus

Paper Code – MB 402

Course: Business Intelligence

Unit I Introduction to Business Intelligence (BI)

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

Unit II Data Warehousing and Data Mining

- a) Data Warehousing (DWH): - Definition, Characteristic, types, Data warehousing framework, DWH 3 tier architecture, Alternative Architectures, Data warehousing Integration, Data warehousing- Development Approaches, Real time Data warehousing.
- b) Data Mining :- Definition, Characteristic, Benefits, Data Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

Unit III Business Performance Measurement (BPM)

Definition, BPM vs BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

Unit IV Business Analytics and Data Visualization

- a) Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics.
- b) Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS vs GPS

Unit V Business Intelligence Implementation

- a) Implementing Business Intelligence – Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.
- b) Emerging trends in Business Intelligence Implementation- Social Net works and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

References:-

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition - 2014
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada – Pearson, latest Edition
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.

Master of Business Administration (MBA) Syllabus

Paper Code – MB 403

Course: Supply Chain Management

Course Objective: The Course is aimed at understanding the role of supply chain in enhancing organizational efficiency and delivering customer value. The various drivers of a successful supply chain strategy and structure are also addressed in the programme.

Unit - I: Introduction to supply chain Management

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

Unit - II: Supply Chain Structure and Inventory in SC

Logistics Management, Intergrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

Unit - III: Role of Transportation in Supply Chain

Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing – Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and Importance of handling systems.

Unit - IV: Information Technology in SCM

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar coding . Retail SCM – problems and prospects, Role of Packaging

Unit - V: Key Operation Aspects in Supply Cahin

Supply chain Network Design, Distribution network in Supply Chains, Channel design, Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HRM and SCM.

Suggested Books:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
6. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st Ed.
8. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
9. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge.
10. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1st Ed.
11. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1st Ed.
12. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

13. Stadtler, H & Kilger, C, "Supply Chain Management and Advanced Planning concepts, Models, Software and Case Studies", 2002, Springer, 2nd Ed.
14. Mentzer, John, T, "Supply Chain Management", 2005 Response.
15. Gattorna, J L & Walters, D W, "Managing the Supply Chain", 2004, Palgrov.

University Updates

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 404 – 1 Discipline Specific Elective -III**

1: INVESTMENT MANAGEMENT (FINANCE)

Course Objectives:

- 1) To explain the basic concepts of risk and return
- 2) To explain the various methods of analysis
- 3) To understand the features and valuation of debt and equity instruments
- 4) To explain the concept of portfolio and the various portfolio theories
- 5) To describe portfolio evaluation methods

Unit – I: Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

Unit – II: Fixed Income Securities - Analysis, Valuation and Management:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III: Common Stocks - Analysis and Valuation:

Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV: Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V: Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

Suggested Books:

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus.A.J, Pitabas Mohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.
7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
10. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
17. Jack Clark Francis, "Investment", TMH, New Delhi.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 404 – 2 Discipline Specific Elective -III**

2 : CONSUMER BEHAVIOUR (MARKETING)

Course Objective:

To understand the depth concept & theories of Consumer buying Behaviour
To Focus on Learning theories
To Know the impact of culture on Consumer Behaviour
To Highlights models of Consumer Behaviour

Unit – I: Introduction to Consumer Behaviour

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II: Theories of Consumer Behaviour

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III: Impact of Culture on Consumer Behaviour

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Life Style Influences.

Unit – IV: Consumer Behaviour Decision

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V: Models of Consumer Behaviour

Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

Suggested Books:

1. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.
3. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
5. Gary Lilien, "Marketing Models", 2000, PHI.
6. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
7. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 404 – 3 Discipline Specific Elective -III**

3 : PERFORMANCE MANAGEMENT (HUMAN RESOURCE)

Course Objective: The Main objective of the course is to offer an understanding of Various approaches to measure performance and facilitates studying different methods of performance appraisal. The course also provide knowledge of the processes performance bench – making and frameworks of Competencies and gives understanding of various performance metrics and models.

Unit – I: Introduction:

Definition, concerns and scope of PM. Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs- Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

Unit – II: Performance Appraisal:

Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

Unit – III: Performance Bench marking:

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit – IV: Competency mapping and Pay Plans:

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model-Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

Unit – V: Performance Metrics and Models:

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

Suggested Books:

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI.
3. A.S. Kohli & T. Deb, "Performance Management", 2009, Oxford.
4. H. Aguinis, "Performance Management", 2009, Pearson.
5. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
6. A.M. Sarma, "Performance Management systems", 2010, HPH.
7. B.D. Singh, "Performance Management systems", 2010, Excel books.
8. S. N. Bagchi, "Performance Management", 2010, Cengage.
9. M Armstrong, "Performance Management & Development", 2010, Jaico.
10. Prem Chadha, "Performance Management", 2009, Macmillan.
11. Joe Willmore, "Performance Basics", 2004, ASTD Press.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 404 – 4 Discipline Specific Elective -III**

4 : Database Management Systems (SYSTEM)

Course Objective: The objective of this course is to provide an overview of Database Concepts, different type of databases and use of oracle to implement Database Concepts.

Unit – I: Database Concepts and Modeling:

Introduction - data, database, DBMS, Database users and administrators, history of database systems, Overview of Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented, Introduction to distributed databases. Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

Unit – II: Relational Languages and Relational Database:

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules. Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE, QUEL, Advantages and limitations of RDBMS

Unit – III: Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

Unit – IV: Distributed and Special Database:

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web, OLAP

Unit – V: ORACLE:

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus, Approach and Advantages –Exception Handling – Procedures - Functions- Packages - Triggers.

Suggested Books:

1. Lee Chao, "Database Development and Management", 2016, Special Indian Ed. Auerbach Publications.
2. Abraham Shivershatz, Henry F. Korth & S Sudershan- "Data Base System Concepts", McGraw Hill.2015
3. Rob & Coronel, "Database Systems", Thomson. 2015
4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall- 2015
5. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson – India Edition. 2014
6. Lemme & Colby, "Implementing and Managing Oracle Databases", Prentice Hall.2014
7. Hansen & Hansen, "Database Management & Design", Prentice Hall. 2014

RDBMS – LAB Oracle – Practical Syllabus

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data From Table
6. Drop Table
7. Working with All SQL Queries using functions
(Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects
(i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors
14. Creation of Functions.
15. Creation of Procedures.
16. Creation of Triggers
17. Generation of SQL report
18. Creating forms and working with different objects.
19. Graphics
20. Reports.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 405 – 1 Discipline Specific Elective -IV**

1: BANKING AND INSURANCE (FINANCE)

Course Objectives:

- 1) To provide an overview of the structure of banking and insurance business in India.
- 2) To describe the products and services in Banking and Insurance
- 3) To highlight the regulatory changes and innovations in the Banking and Insurance sectors.
- 4) To prepare students for career opportunities in banking and insurance

Unit – I: Introduction to Banking: Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India–nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

Unit –II: Uses of Bank Funds: Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

Unit – III: Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I,II and III; Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

Unit – IV: Introduction to Insurance: Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

Unit – V: Life Insurance and General Insurance: The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel-Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop

Suggested Books:

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose & Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2nd Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India

Edition 2003, 9th Edition

7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, MacMillan 2009
9. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8th Edition.
10. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16th Edition

University Updates

Master of Business Administration (MBA) Syllabus
Paper Code – MB 405 – 2 Discipline Specific Elective -IV

2 : Services and Global Marketing (MKT)

Course Objective:

To Study the concepts of Services Marketing
To know the Services Marketing Mix
To Learn Strategies for Marketing
To focus on Global Marketing

Unit – I: Service:

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Unit – II: Service marketing Mix:

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality-Dimensions of quality. Understanding Quality Management. Measuring service Quality.

Unit – III: Strategies for Marketing:

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

Unit – IV: Introduction to Global Marketing

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing–Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

Unit – V: International Brands and International Products

Identifying Global customer needs–Satisfying Global Customers–Coordinating Marketing Activities–Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing .

Suggested Books:

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford
2. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5th Ed, Pearson Ed.
3. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Francis Cherunilam, "International Marketing", 2008, HPH, Mumbai, 11th Ed.
5. Sreeramulu & Neelakantam, International Marketing, Paramount Publications, 2013
6. Dr. Gajendra Sharma, "International Marketing, Test and Cases", Excel Books, New Delhi.
7. Kate, Jean Pierre, H. David, "International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
8. Svend Hollensen & Madhumita Banerjee, "Global Marketing", 2010, 4th Ed. Pearson Publications.
9. Onkavisi, "International Marketing", 2008, 5th Ed. Routledge Publications.
10. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.
11. Philip R Careora, John L Graham, Prashant Salwan, "International Marketing", Tata McGraw Hill Pvt. Ltd. New Delhi.
12. S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
13. P. K. Vasudeva "International Marketing", 4th Ed Excel Books, New Delhi.
14. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 405 – 3 Discipline Specific Elective -IV**

3: Talent and Knowledge Management (HR)

Course Objective: The main objective of the course is to offer knowledge on various approaches to talent and knowledge management in business organizations. The course also facilitate discussion on a variety of institutional strategies and models for dealing with talent and knowledge management.

Unit – I:

Meaning and importance of talent management. Designing and building a talent reservoir–Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

Unit – II:

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

Unit – III:

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

Unit – IV:

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management–Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

Unit – V:

Organizational impacts of knowledge management–on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge discovery systems.

Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, “Talent Management”, ASTD Press.
3. Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
4. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
6. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
7. Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, “The Essential Guide to Managing”, Viva Books.
9. Stuart Barnes(Ed) “Knowledge Management Systems”. Cengage Learning.

**Master of Business Administration (MBA) Syllabus
Paper Code – MB 405 – 4 Discipline Specific Elective –IV**

4. Software Project Management (SYS)

Course Objective: To Provide an overview & importance of application of project management tools and techniques to software projects.

Unit I: Introduction to Software Project Management

Project definition, Importance of software project management, software project versus other types, activities covered by software project management, categorizing software products, overview of project planning, step wise project planning

Unit II: Project Evaluation and cost estimation

Strategic Assessment – Technical Assessment – Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.– Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II-a Parametric Productivity Model - Staffing Pattern.

Unit III: Activity Planning

Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method– Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation, Resource Allocation – Creation of critical patterns – Cost schedules.

Unit IV: Project Management and Control

Framework for Management and control – Collection of data, Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software - Configuration Management – Managing contracts – Contract Management.

Unit V: Staffing In Software Projects

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams –Decision making – Team structures – Virtual teams – Communications genres – Communicationplans.

Suggested Books:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012
2. Robert K. Wysocki "Effective Software Project Management" – Wiley Publication,2011.
3. Walker Royce: "Software Project Management"- Addison-Wesley, 1998.
4. Gopalaswamy Ramesh, "Managing Global Software Projects" – McGraw Hill Education (India),Fourteenth Reprint 2013.
5. Jalote, "Software Project Management in Practice", Pearson Education, 2002.

University Updates