

II YEAR MBA – III SEMESTER

MS 211 – STRATEGIC MANAGEMENT

Course Objective: To analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness, to recognize the different stages of industry evolution and recommend strategies appropriate to each stage and to appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

Unit-I: Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy - Industry and Competitive Analysis.

Unit-II: Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

Unit-III: Strategy Formulation : Strategy Framework For Analyzing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Entry and Exit Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies –Turnaround Strategy.

Unit-IV: Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and their Impact on Strategy – Resource Allocation – Planning systems for implementation.

Unit-V: Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – Problems in measuring performance – Strategic Surveillance -Strategic Audit.

REFERENCES:

- 1 .Vijaya Kumar P.,HittA : Strategic Management, Cengage learning, New Delhi,2010.
2. John A PearceII, AmitaMital: “Strategic Management”, TMH, New Delhi, 2012.
3. Sanjay Mohapatra: “Cases Studies in Strategic Management”, Pearson, New Delhi,2012.
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi, 2010.
- 5 .P.Subba Rao: “Business Policy and Strategic Management” Text and Cases, Himalaya Publishing House, New Delhi, 2011.
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “Strategic Management and Business Policy”, Excel Books, New Delhi, 2012.

MS 212: BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Objective: The aim of this subject is to conceptual framework of business ethics, values, responsibility, governance, and governance in international scenario. Also helps the students to adopt appropriate mechanism for effective governance and ethical corporate behaviour.

UNIT- I: Ethics and Values: Meaning and definition of Ethics – Importance of Ethics- Ethical Values – Ethical Theories – levels of Ethics - Values– Indian Value System – Ethical Values in Different Culture – Values in cross Culture.

UNIT-II: Business Ethics: Concept, meaning and definition of Business Ethics – Five Myths about Business Ethics – Code of Conduct - Ethical Decision Making – Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.

UNIT- III: Corporate Social Responsibility: Corporate Social Responsibility (CSR) & significance of CSR in business. CSR principles and strategies for business organizations. Best practices in CSR. Orienting management education towards ethical behavior.

UNIT- IV: Corporate Governance: Meaning and definition of corporate governance – importance of corporate management – Good Corporate Governance - structure for corporate governance – Boards of Directors & Responsibilities of Boards of Directors – Indian model of Corporate Governance.

UNIT- V: Corporate Governance in Global Scenario: Corporate governance in global scenario. Global practices: Cadbury Committee report – OECD Committee recommendations. Summary of the SEBI Committee –Report of the Consultative Group of Directors of Banks / Financial Institutions –Naresh Chandra Committee on Corporate Audit and Governance. Kumar Mangalam Birla committee report.

Suggested Books:

1. S. Singh, Corporate Governance: Global Concepts & Practices, Excel Books, New Delhi.
2. Sherlekar, Ethics in Management, Himalaya Publishing House, New Delhi.
3. Chakravarthy, S.K. Foundations of Management Work – Contribution from Indian Thought, Himalaya Publishing House, New Delhi.
4. Satheesh Kumar, Corporate Governance, Oxford University Press.
5. Prabakaran S, Business Ethics and Corporate Governance, Excel Books, New Delhi.

MS 213: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objective: The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in integrated supply chains and also the ability to apply them in the enterprise reality. The course will also strengthen the holistic view on supply chain operations, management and strategy and some current research areas in supply chain management.

UNIT I Understanding Logistics and Supply Chain Management: Concepts - Logistics Relationships - Mission of Logistics Management - Objectives of Logistics Management - Definition and importance of supply chain - Issues in Supply Chain Management - supply chain drivers.

UNIT II Customer Service and Bench marking: Elements of customer service - service driven logistics system - customer focus in supply chain management - concept of bench marking - bench marking process - benefits of bench marking and competitive bench marking.

UNIT III Managing the Supply chain and Integration: Need for integration, managing supply chain as a network - logistics partnerships - supply chain restructuring - IT in supply chain, Coordination in a supply chain - Inter functional coordination - Inter Corporate coordination.

UNIT IV Decisions of Logistics and Supply chain: Sourcing decisions - Transportation decisions - Warehousing decisions - Material handling and packaging.

UNIT V Global Logistics and Supply chain: Organizational structure for global logistics - problems and challenges of global logistics and supply chain management - global supply chain management vs domestic supply chain management.

References:

1. Christopher Martin. (3rd Edition, 2004). Logistics & Supply Chain Management Creating Valueadding Networks. Pearson Education.
2. Supply chain Logistics Management, Bowersox, Closs, Cooper, 2/e, TMH, 2009
3. Supply Chain Management ,Janat Shah, Pearson
4. Supply chain management concepts and cases, Rahul V. Altekar, PHI, 2008
5. Text Book of Logistics and Supply Chain Management, Agrawal, Macmillan, 08
6. Principles of Supply Chain Management - A balanced approach, Wisner, Leong, Tan,
7. Supply Chain Management, R.P. Mohanty and S.G. Deshmukh, Jaico , 2009

FINANCE SPECIALIZATION

MS 214 F – FINANCIAL MARKETS AND SERVICES

Course Objective: To enlighten the students with the concepts about Indian Financial system, practical dynamics of Financial Markets and Financial Services.

UNIT– I: INTRODUCTION: Concept and meaning of Financial System – Structure of Indian Finance System – Functions – Role of Financial System in Economic Development – Financial Sector Reforms of 1991 – Role of SEBI on Indian Financial System.

UNIT– II: FINANCIAL MARKETS: Money Market – Capital Market – Structure of Money Market – Money Market instruments – Call at short notice – Term deposits – REPO – Reverse REPO – Inter corporate deposits, commercial paper, certificate of deposit, treasury bills - Gilt Edged Securities Market – Foreign Exchange Markets.

Structure of Capital Markets – Primary and Secondary markets – Bonds, Mutual Funds, Derivatives, Commodities, Currencies, Zero Coupon Bonds, and Deep Discount Bonds – Methods of raising capital from primary market – Management of IPO's – Issue of ADR's – GDR's – SEBI guidelines on public issues – Secondary market operations – Regulations – Functions of Stock Exchanges – Securities Listing Mechanism – Role of SEBI on stock markets.

UNIT– III: FINANCIAL SERVICES: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India. Role of Financial Services in Economic Development - SEBI Guidelines on various financial services; **Mutual Funds:** Concept –Significance – Classification – Merits and Problems – Performance Evaluation – SEBI Guidelines on Mutual Funds.

UNIT– IV: MERCHANT BANKING: Meaning – Origin – Types – Functions – Services – Responsibilities in Public Issue Management – Problems – Code of Conduct – SEBI guidelines on Merchant Banking.

Credit Rating: Meaning – Functions – Credit Rating Agencies – Rating Methodology of CRISIL – ICRA – CARE.

Factoring: Meaning – Types – Functions, Factoring vs. Forfaiting – Factoring vs. Bill Discounting – Securitization – Concept and application of Debt Securitization.

UNIT– V: VENTURE CAPITAL: Origin and Concept – Features – Scope – Significance – Venture Capital Institutions in India – SEBI Guidelines.: **Lease Financing:** Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision – Hire Purchasing: Concepts – Salient Features – Leasing vs. Hire Purchasing – Tax aspects of Hire Purchasing (Problems & Case)

Suggested Books:

1. David & Zenoff, Marketing of Financial Services, Ballinger Publishing.
2. Khan M.Y., **Financial Services**, Tata McGraw Hill Education Private Limited, New Delhi.
3. Vasant Desai, **Financial Markets and Financial Services**, Himalaya Publishing House, Mumbai.
4. Siddiah, T., **Financial Services**, Pearson.
5. TripatyNaliniPrava, **Financial Services**, Prentice Hall of India, New Delhi.
6. Guruswamy.S, **Financial Services**, Tata McGraw Hill Education Pvt. Ltd., New Delhi.
7. V. Avadhani, **Financial Services in India**, Himalaya Publishing House, Mumbai, 2009.
8. Bhole&Mahakud, Financial Institutions and Market, TMH, New Delhi.
9. Madura, Financial Markets & Institutions, Cengage, ND.
10. Shashi K. Gupta & Nisha Agarwal, "**Financial Services**", kalyani Publishers.

MS 215 F FINANCIAL DERIVATIVES & RISK MANAGEMENT

Course Objective: The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, to enlighten the students with the Concepts and Practical applications of derivatives in the Security markets

UNIT– I: Introduction: Financial Derivatives – Products and Participants in Derivative Markets – Forward Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT– II: Futures and Forwards: Meaning, Importance, Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle, Arguments for and Against Hedging –Basic Risk, Minimum Variance Hedge Ratio, Hedging through Stock Index Futures.

UNIT– III: Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India - Warrants and Convertible Securities. Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT– IV: Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices - Volatility - Causes of Volatility. Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

UNIT– V: Risk Management with Derivatives: Hedging Using Greeks (Delta-Gamma Hedging), Hedging with Futures (Strategies of hedging, speculation and arbitrage): Index Options and futures, VaR, Historical Simulations, **Management of Derivatives Exposure:** Introduction, nature of derivatives trading, setting of Risk vision, reasons for managing derivatives risk and types of risk in derivative trading.

Suggested Books:

1. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Don M. Chance & Robert Brooks, Derivatives and Risk Management Basics, Cengage, New Delhi.
4. John C. Hull: Options, Futures and Other Derivatives, Pearson, New Delhi.
5. Franklin Edwards and Cindy Ma: Futures and Options, Tata McGraw Hill, New Delhi.
6. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.

MS 214 M – PRODUCT AND BRAND MANAGEMENT

Course Objective: To familiarize the students with the theory and practice of product, product mix, and concept of Brand, Managing the Brands and Brand Equity.

UNIT I: Product Management: Concept - classifications of product - Fast Moving Consumer Goods (FMCG), FMCG from Consumers and Market Perspective - Product analysis –Product Life Cycle– Market Potential – New Product: Planning, Development Strategies, and Launching Strategies.

UNIT II: Product Mix and Line Decisions: concept of product Mix and product line - Product Line Extensions — Concept of Product Positioning: Elements and Methods of Positioning, Communicating the Positioning Strategy, and Developing Positioning Strategy

UNIT III: Concept of Brand: Meaning, Definition - Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution— Concept of Brand Equity – Customer Based Brand Equity – Brand Building – Brand Value.

UNIT IV: Managing the Brands: Brand Creation - Brand Extension- Brand, Product relation – Brand assessment through Research – Brand Portfolio and Revitalization – Brand Development through Mergers and Acquisitions – Brand Licensing and Franchising – Role of Packaging and Labeling.

UNIT– V:Brand Equity: Brand Loyalty – Brand Equity – Brand Personality –Brand Loyalty Programs – Building Global Brands – Branding Failures– Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning.

REFERENCE BOOKS:

1. Kenneth B Kahn: **New Product Planning** (Sage)
2. Mathur.U.C: **Product & Brand Management** (Excel)
3. RamanujMajumdar: **Product Management in India** (Prentice Hall)
4. Kevin Lane Keller, **Strategic Brand Management**, Person Education, New Delhi.
5. Jean Noel, Kapferer, **Strategic Brand Management**, The Free Press, New York.
6. Paul Tmeporal, **Branding in Asia**, John Wiley & sons (P) Ltd., New York,
7. S.Ramesh Kumar, **Managing Indian Brands**, Vikas publishing House (P) Ltd.,New Delhi.
8. Richard Elliott &larryPerclu, **Strategic Brand Management**, Oxford Press.
9. Chernatony, **Creating powerful brands**, Elsevier Publication.
10. Tapan Panda, **Brand Management**, Excel Publication.
11. Y L R Moorthi, **Brand Management-The Indian Context**, Vikas Publication.

MS 215 M – CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT

Course Objective: To explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour, to demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviour and to critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviour of individuals.

UNIT – I: Consumer Behaviour: Introduction to Consumer Behaviour - Understanding consumers and market segments - evolution of consumer behaviour - consumer analysis and business strategy - models of Buyer Behavior - Howard Model, Howard Sheth Model - EKB Model - Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT – II: Psychological Foundations of Consumer Behaviour: Consumer Motivation - Perception - Personality and Behavior - Learning and Behavior Modification - Information Processing - Memory Organization and Function - Attitude Formation and Attitude Change - Social and Cultural Environment - Economic, Demographic, Cross Cultural and Socio – Cultural Influences – Social Stratification - Reference Groups and Family - Personal influence.

UNIT – III: Communication and Consumer Behaviour: Components of communication process – Designing Persuasive Communication and Diffusion of Innovations - Consumer Decision Process - High and Low Involvement - Pre-purchase Process - Post Purchase process - Consumption and evaluation - Brand Loyalty and Repeat Purchase Behaviour.

UNIT – IV: Customer Relationship Management: – Introduction - Measurement - Qualitative Measurement Methods - Quantitative Measurement Methods – Customer Relationship Survey Design - Statistical Analysis of Customer Surveys - Using Customer Relationship Survey Results.

UNIT – V: Relationship and Partnership: Relationship Concepts – Relationship Drivers – Lasting Relationships - Customer Partnership – Internal Partnerships – External Partnerships and Relationship Management Changing Corporate Cultures.

References:

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and KanukL.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

HUMAN RESOURCE SPECIALIZATION

MS 214 H MANAGEMENT OF INDUSTRIAL RELATIONS

Objective: To enlighten the students with the Concepts and Practical applications of Industrial Laws and Employee relations.

Unit – I: Industrial Relations: Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations.

Unit – II: Trade Unions: Trade Union Structure and Movement in India – Changing Role in the Context of Liberalization - Trade Union Act 1926.

Unit – III: Promotion of Harmonious Relations: Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline – Industrial Disputes Act 1947.

Unit – IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry - Measures for dealing with Indiscipline; Factories Act 1948 and its significance.

Unit – V: Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers’ Participation in Management in India.

Suggested Books:

1. Venkat Ratnam, C.S, “ Industrial Relations”, Oxford University Press.
2. SC Srivathava, “Industrial Relations and Labour Laws”, Vikas, New Delhi.
3. M.Arora, “Industrial Relations”, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A, “The Strategic Management of Industrial Relations”, Oxford University Press.
6. Cowling and James, “The Essence of Personnel Management and Industrial Relations”, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, “Employee Reward”, Universities Press (India) Ltd.

MS 215 H – ORGANIZATION CHANGE AND DEVELOPMENT

Course Objective: The primary objective of the course is to provide with an opportunity to become familiar with the basic types of change, to develop an awareness and fundamental knowledge of the need for change, the reasons why organizations fail to change and how to develop an organization in a successful manner.

UNIT I: Introduction to organizational change: Nature of change, forces of change, content of change, types and styles of change, Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

UNIT II: Resistance to organizational change and Change Process:Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change, Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

UNIT III: Introduction to organizational Development:OD – definition – history of OD – values, assumptions and beliefs in OD. OD – overview – foundations of OD – models and theories – systems theory participation and empowerment – teams and team work – parallel learning structures.

UNIT IV: Organizational Development Interventions:Human Process Interventions - Structure and Technological Interventions – Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building – Inter group Development - Innovations - Learning Organizations, Designing OD Interventions.

UNIT V: Power Politics and Organizational Development:Research on OD – future of OD. Some key considerations and issues in OD: Issues in consultant – client relationship; Mechanistic & Organic systems and contingency approach, failure of OD.

Reference Books:

1. Wendell I. French & Cecil H. Bell, Jr. – Organization Development – PHI.
2. French, Bell and Zawacki – Organization Development Theory, Practice and Research, Universal Book Stall, Third Edition.
3. Rosabeth Moss Kanter, the change Masters, Simson & Schaster.
4. Robbins, S. P. (2004). Organizational Behavior. Pearson Education.
5. Luthans, F. (2002). Organizational Behavior. McGraw-Hill International Edition.
6. Pareek, Udai. (2004). Understanding Organizational Behaviour. Oxford University Press.
7. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.

