MBA (REGULAR – R16) III SEMESTER SYLLABUS

STRATEGIC MANAGEMENT

UNIT 1
Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Drafting a strategy - Industry and Competitive Analysis

UNIT 2

UNIT 3

UNIT 4

UNIT 5

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2010
LEGAL ASPECTS OF BUSINESS

UNIT 1

UNIT 2

UNIT 3

UNIT 4

UNIT 5

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT 1
**Importance of Business Ethics**: Values and Ethics- Business Ethics and Law – Ethics in Workplace – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

UNIT 2
**Impact of Globalization on Indian Business Ethics**: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams

UNIT 3

UNIT 4
**Corporate Governance**: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

UNIT 5
**Corporate Governance Indian Scenario**: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

Electives - HR

LEADERSHIP MANAGEMENT

Unit 1:

Unit 2:

Unit 3:
Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

Unit 4:

Unit 5:

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.
Reference Books:

3. Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010
COMPENSATION AND REWARD MANAGEMENT

UNIT 1

UNIT 2

UNIT 3

UNIT 4
Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

UNIT 5

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
3. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012

PERFORMANCE MANAGEMENT

Unit-1

Unit-2

Unit-3

Unit-4

Unit-5
Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
STRATEGIC HUMAN RESOURCE MANAGEMENT

UNIT-1


UNIT-2

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning - Activities related to strategic HR Planning - Basic overview of various strategic planning models - Strategic HR Planning model - Components of the strategic plan.

UNIT-3


UNIT-4


UNIT-5

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas - HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:
FINANCE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I:

Unit-II:
**Equity and Bond Valuation Models** – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

Unit-III:

Unit-IV:

Unit-V:
**Portfolio Evaluation and Revision:** Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References


BANKING AND INSURANCE MANAGEMENT

UNIT 1


UNIT 2

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT 3


UNIT 4


UNIT 5


Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.
References
ADVANCED MANAGEMENT ACCOUNTING

Unit – 1:


Unit - 2:


Unit- 3:


Unit-4:


Unit – 5:


Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

3. Manmohan and Goyal: “Management Accounting” Pearson Education.
STRATEGIC FINANCIAL MANAGEMENT

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

Unit-V:

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:
MARKETING

CONSUMER BEHAVIOR

UNIT- 1

UNIT- 2

UNIT- 3
Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

UNIT -4
Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT- 5

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
UNIT 1
**Basic concept of retailing**: Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

UNIT 2
**Retail strategy**: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

UNIT 3
**Retail location** – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

UNIT 4
**Store layout and design**: Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.

UNIT 5
**Retail Pricing Strategy**: Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales promotion, Store atmosphere.

**References**
CUSTOMER RELATIONSHIP MANAGEMENT

UNIT 1


UNIT 2


UNIT 3

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

UNIT 4

Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

UNIT 5

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies – Privacy and ethics Consideration in CRM implementation.

References:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education


STRATEGIC MARKETING MANAGEMENT

UNIT – 1


UNIT -2

Strategic Marketing Strategy: Models - Organisation, Industry and market environment situation analysis; Porter’s Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics- Direct response marketing strategies - Defensive strategies - Customer retention strategies- Personalised marketing; Payne and Ballantyne’s Six markets model

UNIT -3

Strategic Marketing Techniques: Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

UNIT -4

Strategic marketing environment: Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalisation; importance of customer service; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

UNIT - 5

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the
strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

SYSTEMS

E-BUSINESS

UNIT 1

UNIT 2

UNIT 3

UNIT 4

UNIT 5
Legal and Ethical Issues: Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References
1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
RELATIONAL DATA BASE MANAGEMENT SYSTEMS (RDBMS)

UNIT - 1

UNIT - 2

UNIT - 3
SQL-Schema and Table Definition: Data Manipulation- View Definition Graphical Query Language- Client-Server Databases - Defining Database Tables and Server - Data Manipulation and Programming- Developing Client Applications

UNIT - 4

UNIT - 5
Distributed Database Systems: Design.- Query Processing- Data Integrity Recovery- Client/Server Systems- DBMS Selection and Implementation- Information Needs- DBMS Functions and Capabilities- Classifying DBMS feature requirement Evaluation Models- Implementation Issues- Case studies of RDBMS package such as ORACLE/MS-SQL Server.

(Lab Sessions to be conducted wherever it is required)

REFERENCES:
1. Mc Fadden-Benjamin: “Modern Database Management” Cummings Publishing Company
2. Bipin C.Desai: “An Introduction to Database System” West Publishing Company

WEB DESIGNING

Unit: 1

Unit: 2
Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

Unit 3
Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

Unit 4
Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

Unit 5
JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

TEXT BOOKS:
SYSTEMS ANALYSIS AND DESIGN

UNIT-1

UNIT-2

UNIT-3

UNIT-4

UNIT-5

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References: