

(For the examination to be held in 2020, 2021 and 2022)

THE BUSINESS SCHOOL
UNIVERSITY OF JAMMU

MASTER OF BUSINESS ADMINISTRATION (MBA)
(Choice Based Credit System)

Semester-III				
Course Code	Paper		Credits	L-T-P
PSMBTC301	Strategic Management		4	3-1-0
PSMBDC302	Project Work Based on Summer Training		2	0-0-2
PSMBVC303	Viva-voce		2	0-0-2
PSMBTE311	Consumer Behaviour		4	3-1-0
PSMBTE312	Digital Marketing		4	3-1-0
PSMBTE313	Integrated Marketed Communication		4	3-1-0
PSMBTE314	Product and Brand Management		4	3-1-0
PSMBTE321	Security Analysis & Portfolio Management		4	3-1-0
PSMBTE322	Management of Financial Services		4	3-1-0
PSMBTE323	Risk Management and Insurance		4	3-1-0
PSMBTE324	Banking and Financial System		4	3-1-0
PSMBTE331	Strategic Human Resource Management		4	3-1-0
PSMBTE332	Performance and Compensation Management		4	3-1-0
PSMBTE333	Organizational Change and Intervention		4	3-1-0
	Strategies			
PSMBTE334	Culture, Society and Organizations		4	3-1-0
PSMBTE341	Global Business Operations		4	3-1-0
PSMBTE342	Supply Chain Management		4	3-1-0
PSMBTE343	Enterprise Resource Planning		4	3-1-0
PSMBTE344	Management of Technology and Innovation		4	3-1-0
	Total		28	
PSMBTO345	Fundamentals of Management		4	4-0-0

(The students will have to opt for 5 elective Courses from any two functional areas selecting three from major and two from minor areas).

(In addition, the students of The Business School in Semester III will register for 4 Credits of course/s from other Departments).

*Optional for outside Department students, not available for Departmental students.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Management
Course No.: PSMB TC301
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

OBJECTIVE:

The objective of this course is to acquaint the students with the concepts of strategic management that are important for the organizational excellence and long term sustainability. At the end of this the students would be able to comprehend issues pertaining to strategic position, strategic choices and strategic implementation. The use of Case studies in each unit will help the students in applying the concepts of strategic management to practical situations.

UNIT I- Introduction to Strategic Management & strategic Position

Concept of Strategic Management, Strategic Management Model; Strategic intent: Vision, Mission. Strategic position: Environmental Scanning: factors, approaches, methods, environmental appraisal. Competitive Analysis-Porter's Five Forces Model. Internal analysis / Organizational Appraisal: organizational capability factors, methods and structuring organizational appraisal. Related Case Studies.

UNIT II- Strategic Choice

Corporate level strategy: concentration, integration, diversification, internationalization, retrenchment. Business Level Strategies: cost leadership, differentiation and focus strategy; Operational level Strategies; strategic analysis and choice: corporate portfolio analysis. Related Case Studies.

UNIT III- Strategy Implementation

Activating strategies, structural implementation: foundations, forms of organizational structure, organizational design and change; behavioural implementation: strategic leadership, corporate politics and power and corporate culture. Related Case Studies.

UNIT IV- Strategy Evaluation and Sustainability

Participants & barriers in strategic evaluation; strategic Control; Techniques of strategic evaluation and control. Corporate sustainability for Strategic Management; Corporate Governance and Strategic Management; Corporate social responsibility and strategic management. Related Case Studies

Note for Paper Setter

The question Paper shall contain three parts A, B and C. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Five Long Answer questions (of ten marks each) will be set selecting a least one question from each unit of the Syllabus. In part C, the paper setter will be required to set a case study followed by 2-3 questions (total marks for case study shall be ten). Part A shall be compulsory and in Part B the Candidate will be required to attempt any three questions out of five. Part C shall also be compulsory.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Management
Course No.: PSMB TC301
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

Suggested Readings

- Strategic Management, Hitt, Ireland, Hoskisson, Manikutty, Cengage Learning, 9th Edition (2012)
- Crafting and Executing Strategy, Arthur A. Thompson, Jr, Margaret A. Peteraf, John E. Gamble, A.J Strickland III and Arun Jain, Tata McGraw Hill, 19th edition (2014).
- Strategic Management and Business Policy, Azhar Kazmi, Tata McGraw Hill, 4th edition (2016)
- Strategic Management, Fred R David, PHI Learning, 13th Edition (2008)
- Essential of Strategic Management, J David Hunger and Thomas L Wheelen, PHI Learning, 5th Edition (2010)
- Strategic Management, Charles WL Hill and Gareth R Jones, South Western, Cengage Learning, 11th Edition (2014).

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Consumer Behaviour
Course No.: PSMB TE311
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

OBJECTIVES

The objective of this course is to help the students to understand and apply the concepts of consumer behavior in the business organizations while performing diverse managerial roles. The course is structured in a logical manner that enables students to understand how distinct consumer behaviour variables influence marketing decisions to help organizations improve their marketing strategies.

UNIT I

Introduction to Consumer Behaviour: Overview of Consumer Behaviour - Concept, Interdisciplinary Nature of Consumer Behaviour, Scope and Applications of Consumer Behaviour, Marketing and Consumer Behaviour, Consumer Decision Making Behaviour Models - Howard - Sheth, Engel Kollat - Blackwell and Nicosia Model, Consumer Research Process.

UNIT II

Individual Determinant of Consumer Behaviour: Consumer Motivation - Concept, nature, Types of Motives, Types and Systems of Needs - Maslow and Murray and Mc Clelland and Alderfer's ERG Needs Theory. Personality: Concept, Nature, Theories - Freudian Theory, Neo-Freudian and Trait Theory, Brand Personality, Consumer Perception: Concept Elements of Perception, Perceived Risk. Consumer Learning - Concept, Elements of Learning, Behavioural, Cognitive and Observational learning, Consumer Attitude Concept Structural Models of Attitude, Attitude Formation.

UNIT III

External Influences on Consumer Behaviour: Family Influences - Changing Family Structures, Family Life Cycle, Family Influences, Social Class - Categorization, Measurement of Social Class, Social Class Influences, Cultural Influences - Culture, Sub-culture, Cross Cultural Consumer Behaviour, Group Dynamics and Reference Groups.

UNIT IV

Consumer Decision Making Process: Consumer Decision Making - Concept, Process Levels and Category Based Decision Making, Model of Consumer Decision Making. Opinion Leadership Influences - Process, Profile Effectiveness, Motivations of Opinion Leaders, Measurement of Opinion Leadership, Communication Flow. Adoption and Diffusion. Adoption-Adopter Categories and Process, Diffusion - Elements and Process.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Consumer Behaviour
Course No.: PSMB TE311
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

Suggested Reading

1. Leon G. Schiffman and Leslie Lazar Kannuk and S. Ramesh Kumar, Consumer Behaviour, Pearson Prantice Hall, 10th Eds.
2. Blackwell, Roger and Miniad Paul, Consumer Behaviour, Cengage Learning, 2008
3. David L. Loudon and Albert J. Della Bitta, Consumer Behaviour, Tata Mc Gra Hill, New Delhi.
4. Henry Assael Consumer Behaviour and Marketing Actions, Thomson Learning, Asian Book Pvt. Ltd.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Digital Marketing
Course No.: PSMB TE312
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

OBJECTIVES

To understand concept and importance of digital marketing in today's era of globalization and to understand different types of search marketing and digital applications in business scenario.

UNIT I: Marketing in Digital World

Introduction to Digital Marketing Concepts: What is Digital Marketing & Its Need, Digital Marketing Terminology (Audience, Backlinks, Bot, CTR, Conversion, CTA, Keyword, Lead, Session, URL, PPC, CPC, Search Engine, Web Crawlers, Web Traffic) Digital vs Traditional Marketing, Digital Media & Marketing Mix 7P's. Digital Environment (Micro & Macro), Digital Customer, Introduction to Digital Marketing Strategies, Digital Marketing Communication.

UNIT II: Content Creation & Management

Understanding Goals of Content Marketing, Creating the Content Plan, Content Types & Review, Understanding the Customer Intent, Story Telling & Content Drafting, Creating a User Experience & Design, Targeting & Reviewing Content. Managing the Content Online. Important Focus Points of Content Creation.

UNIT III: Digital Marketing in Action (Part 1)

Organic & Paid Digital Marketing, Types of Digital Marketing & Privacy Concerns: Email Marketing, Influencer/ Affiliate Marketing, Mobile Marketing, Audio Marketing, Video Marketing, Viral Marketing, E-WOM Marketing.

UNIT IV: Digital Marketing in Action (Part 2)

Understanding Search Engines, SERP (Search Engine Results Page), SEM, SEO (Search Engine Optimization), Role of Analytics in Digital Marketing, Reassessing your Digital Marketing Strategy, Achieving Max ROI.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Digital Marketing
Course No.: PSMB TE312
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

Suggested Readings

- Dave Chaffey, Fiona Ellis-Chadwick. *Digital Marketing* (7th ed.) Pearson.
- Alan Charlesworth. *Digital Marketing A Practical Approach*. (3rd ed.), Routledge
- Ian Dodson. *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns* (2nd ed.), Wiley
- Damian Ryan. *Understanding Digital Marketing* (4th ed.), Kogan Page

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Integrated Marketing Communications
Course No.: PSMB TE313
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

OBJECTIVE

The course aims to explain the key elements of IMC and discuss the growing importance of advertising and other promotional elements in the marketing programs of companies.

UNIT I

Introduction to Advertising and Promotion; Evolution of Integrated Marketing Communications; The Promotional Mix- Tools for IMC; An overview of Advertising, Direct marketing, Interactive/ Internet Marketing, Sales Promotion, Publicity/Public Relations, Personal Selling.

UNIT II

Participants in the Integrated Marketing communications Process- An Overview; Organizing for Advertising and Promotion in the Firm- the Client's Role; Advertising Agencies- Types of Ad Agencies; Agency Compensation (Assignment); Specialized Services; Collateral Services.

UNIT III

Creative Strategy Development- Advertising Campaigns, Copy Platform, Search for Major Selling Ideas; Advertising Appeals- Information/Rational Appeals, Emotional Appeals, Combined Appeals; Advertising Execution. Creative Tactics for Print Advertising; Creative Tactics for Television.

UNIT IV

Direct Marketing - Strategies and Media; Internet as Media- Advertising on the Internet; Sales Promotion-Consumer Oriented Sales Promotion Techniques; Public Relations and Publicity- Role, Difference between PR and Publicity, Advantages and Disadvantages of each.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

- Advertising and Promotion, George E Belch, Michael Belch and Purani, Tata McGraw Hill, 2009
- Advertising and Promotion, Sirgy, Tata McGraw Hill, 2012
- Advertising and Promotion, O'Guinn, Tata McGraw Hill, 2010
- Advertising Principles and Practices, William Wells, John Burnett, Sandra Ernst Moriarty Prentice Hall, 2003.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Product and Brand Management
Course No.: PSMB TE314
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

OBJECTIVES

The Primary objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and brand Management with appropriate global examples. To explore the various issues related to Product and Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset.

UNIT I

Product - Concepts, Product Classification, Product Mix, Product Management: Meaning, Objectives. Product Planning: Marketing Plan, Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, New Product Development Process, Product Development Strategies

UNIT II

Competitor Analysis: Sources of Information, Assessing Competitors' Current Objectives & Strategies, Differential Advantage Analysis. Customer Analysis: Purpose, Segmentation Criteria. Market Potential and Sales forecasting, Product Market Strategies
Product Positioning: Positioning Strategies, Product Differentiation, Product Modification, Line Extension

UNIT III

Introduction, Concept: Nature and Importance of Brand, Types of Brands, Strategic Brand Management Process, Historical origin of branding, Scope of branding, Perceptual mapping and Brand Benefits and Attributes. Brand Positioning, Brand Personality, Brand Loyalty, Brand Elements, Options & tactics for Brand Elements, Brand Value chain

UNIT IV

Brand Equity - Concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image
Brand Experience, Designing and Implementing Branding strategies. Product and Brand Failures.
Brand Extension-Concepts, Rules & Risks of Brand Extension, Brand Licensing & Franchising Web branding, Building Brand Awareness through New Media, Global and Local Brand Management. Emerging Trends and Issues in Branding.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Product and Brand Management
Course No.: PSMB TE314
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks

Suggested Reading

- Product Management – Donal R. Lehmann, Russel S. Winer
- Keller, Kevin Lane; Strategic Brand Management; Pearson education, New Delhi
- Kotler, P& Keller, K, Marketing Management, Pearson education, New Delhi
- Verma, Harsha: Brand Management; Excel Books; New Delhi
- Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; NewDelhi
- Kumar, S. Ramesh; marketing and Branding – The Indian Scenario; Pearson Education; New Delhi

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Security Analysis and Portfolio Management

Max. Marks: 100 marks

Course No.: PSMB TE321

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

OBJECTIVE

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

UNIT –I

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

UNIT-II

Risk & Return: Concept of Risk, Component & Measurement of risk, Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis. Efficient Market Hypothesis: Forms, implications of efficient markets

UNIT-III

Markowitz's Portfolio Theory, Investor Life cycle; Life cycle and investment strategies, Portfolio Management process; role of policy statement; Investment constraints; Selection of Portfolio:, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory, SML/CML.

UNIT-IV

Passive vs. Active Management, passive management constructing index portfolios, methods of index portfolio investing, Portfolio Evaluation: Composite Portfolio Performance, Sharpe, Treynor and Jenson measures; Finding alternatives and revision of portfolio

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Security Analysis and Portfolio Management

Max. Marks: 100 marks

Course No.: PSMB TE321

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

Suggested Readings:

- 1 Bodie. Z.,Kane A.,Marcus. A. and Mohanty. P. Investments, New Delhi: Tata McGraw-Hill
- 1 Reilly. Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management,OH, USA: Thomson South-Western
- 1 Cohen. Z.,& Zickel: Investment analysis and portfolio management, Dow Jones Irwin co. Pvt. ltd. New York
- 1 Francis. J.C.: Investment Analysis and Management. Tata McGraw hills. New Delhi
- 1 Sharpe W. & Gordon J.A.: Investments, PHI publications, New Delhi

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Financial Services
Course No.: PSMB TE322
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The main objective of this course is to develop an insight into the dynamic field of financial services and to equip the students to understand and manage the ever evolving role of these services in overfall financial system.

UNIT I

Financial System - its components, financial institutions, financial markets, financial instruments and financial services.

Financial services- introduction, characteristic features and constituents. Financial Services regulatory framework. Innovations in financial service industry.

UNIT II

Investor protection and investment management services. Credit rating - concept, mechanism and significance in investment decision making. Role of Credit Rating agencies - CRISIL, ICRA, ONICRA, CARE etc. Mutual Funds management, role of mutual funds in retail investment.

UNIT III

Merchant banking services - Initial Public Offering, issue management, pre and post issue services. Strategic financial decisions and Corporate restructuring services - mergers, acquisitions, amalgamations and takeovers.

UNIT IV

Contemporary financial services - Housing finance, Cash management services, Debt securitization, forfaiting and credit cards.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of si

Suggested Readings

- V.K. Bhalla Management of Financial Services.
- M.Y. Khan Financial Services
- G.S. Batra & R.C. Dangwal Financial Services - New Innovations.
- G.S. Batra Financial Services and Markets.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Risk Management and Insurance
Course No.: PSMB TE323
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The objective of this course is to acquaint MBA students to the basics of Insurance and Risk Management. This course will help them in developing an understanding about the various aspects of Insurance and Risk Management and their impact on the business.

UNIT I

Risk-Basic categories of risk, Risk Management - Objectives and Steps in Risk Management Process, Financial Analysis in Risk Management Decision, Changing scope of risk management

UNIT II

Insurance - Basic Characteristics and Types of Insurance, Requirement of Insurable Risk, Principles of Insurance - Indemnity, Insurable Interest, Subrogation and Utmost Good Faith, Basic parts of insurance contract.

UNIT III

Insurance intermediaries and their functioning, Risks in providing Insurance services, Reinsurance types and Techniques. Basic components and Contractual Provisions of Life Insurance, Types of Life Insurance Policies, Life Insurance Claims-types, procedure, and claim amount.

UNIT IV

Insurance in India - Major Provisions of Insurance Act, 1938, Insurance sector reforms - Malhotra Committee 1993, Insurance Regulatory and Development Authority Act, 1999 - duties, powers and functions of Authority.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Risk Management and Insurance
Course No.: PSMB TE323
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Suggested Readings

1. Life and Health Insurance

Principles of Risk Management and
2. Insurance

3. Risk Management and Insurance.

4. Insurance and Risk Management

5. Insurance Principles and Practice

Black,Jr. Kenneth and Horold
Skipper
Pearson (Indian Economy Edition)
Rejda, George Pearson (Indian
Economy
Edition).
Trieschman, Sommer and Hoyt
Cengage
Learning
P.K. Gupta
Himalaya Publishing House.
M.N. Mishra and S.B. Mishra. S.
Chand
& Co Ltd.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Banking and Indian Financial System
Course No.: PSMB TE324
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

This course aims at providing students with an understanding of the structure, organisation, and working of Banking and Indian Financial System.

UNIT I -Financial System

Introduction: Nature and role of financial system, Financial system and economic development, evolution and developing of banking in India, present structure of Indian financial system and financial sector reforms since 1991.

Central Banking in India

Reserve Bank of India: Organization, Management functions and role, monetary policy-aims and objectives, instruments of monetary control and recent policy developments.

UNIT II

Commercial Banks

Definition of Banks, Evolution of Commercial Banks in India, Functions of Commercial Banks, Banking Structure in India, RBI and Commercial Banks.

Bank Deposit Accounts: Introduction to Bank Deposits, Types of Deposit Accounts, Strategies of mobilizing deposits, Common guidelines of opening and operation accounts, deposit related services, Deposit services offered to Non-Resident Indians, Deposit Insurance.

UNIT III

Basis Bank Lending: Principles of Lending and Loan Policy, Basics of Loan Appraisal, Credit decision-making and Review, Types of Advances, Management of Non-Performing assets.

Bank Investments: Investment Policy, Statutory Reserve Requirements, Non-SLR Requirements, Banks' Investment Classification and Valuation Norms.

UNIT IV

Developing Banking: Concept, objectives and functions of development banks, operational and promotional activities of development banks, IFCI, ICICI, IDBI, SIDBI state development banks, state financial corporations.

Cooperative Banking: Present structure of rural banking, organization structure, management and functions of co-operative banking, its weakness and suggestions for reforms, Co-operative banking reforms since 1991; Organisation structure, management and functions of RRB's

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Banking and Indian Financial System
Course No.: PSMB TE324
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Reading

- Commercial Banking in India: A beginner's Module; NSE.
- Bhalla, V.K., "Indian Financial System", Anmol publisher pvt. ltd. Delhi
- Bhole, L.M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
- Ghosh, D: Banking Policy in India. Allied Publicatons, Delhi.
- Khan, M.Y., Indian Financial System, Tata McGraw Hill, Delhi.
- Reserve Bank of India, Various Reports, RBI Publication, Mumbai.
- Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi.
- Averbach, Robert D: Money, Banking and Financial Markets, Mcmillan, London.
- Srivastave R.M., Management of Indian Financial Institution, Himalaya Publishing House Mumbai.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Human Resource Management
Course No.: PSMB TE331
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

Main objective of the course is to provide an understanding of the concepts framework and strategic issues in Human Resource Management.

UNIT I

Strategic Human Resource Management: Concept, Need, Importance, Process and Issue; Implications of Strategic Human Resource Management; Evolutionary Stages of Strategic Human Resource Management; Models and theories of Strategic Human Resource Management; Integrated HR and Corporate Strategy and System.

UNIT II

Strategic Planning: HR Strategy and HR Planning, Strategic Recruitment and Selection; Training and Development Strategies; Performance Management Strategies; Reward and Compensation Strategies, Retention and Retrenchment Strategies.

UNIT III

Global Human Resource Environment: HR Strategies in Multinational, Global and Transnational companies; Mergers and Acquisitions, Technology and Structure; Work force Diversity; Demographic Changes; Aligning Employee Expectation with Changing Strategy.

UNIT IV

Developing HR as Strategic value addition function: Gaining Competitive Advantage; Changing role of HR; Evaluating and benchmarking HR functions; Balanced Scorecard; Competency Mapping; HR Process Restructuring; Virtual Organizations; Emotional Intelligence and Future challenges of SHRM.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Strategic Human Resource Management
Course No.: PSMB TE331
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Suggested Readings

- Dhar, R.L., (2012). 'Strategic Human Resource Management', Excel Books, New Delhi, Second edition.
- Mello, Jeffery. A (2012). 'Strategic Human Resource Management', Thomos Southern Wester publication, Third edition.
- Sharma. A. and Khandekar A., (2006). 'Strategic Human Resource Management', Response books, sage publications, First edition.
- Schuler, R.S and Jackson S.E (2006). 'Strategic Human Resource Management: Global Perspective', Wiley - Blackwell, Second edition.
- Salesman. G, Storey. J, Billsberry. J (2006). 'Strategic Human Resource Management: Theory and Practice' Sage publication ltd. Second edition.
- Truss. C, Mankin. D, kelliher. C, (2012). 'Strategic Human Resource Management' Oxford univeristy press, First edition.
- Boselie. P, (2010). 'Strategic Human Resource Management 'Mc Graw Hill education, First edition.
- Armstrong, M. (2000) 'Strategic Human Resource Management', Kogan Page Publishers.
- Rohmetra Neelu, Dhotra J.R. (2006). A Strategic Thought in the New Age Management, Excel Books.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Performance and Compensation Management	Max. Marks: 100 marks
Course No.: PSMB TE332	Internal Assessment: 40 marks
Duration of Examination: 3hrs	External Assessment: 60marks
Total Credits: 04	Minimum contact hrs. 45

OBJECTIVES

Main objective of the course is to provide an understanding of the concepts, frameworks and issues and careers in Performance and compensation Management.

UNIT I

Performance Management: Concept, Perspectives, Objectives and Pre-requisites; Performance Appraisal to Performance management; Principles, Process and Model of Performance Management; Performance Management Systems; Role of HR Professionals in Performance Management and Ethics in Performance Management.

UNIT II

Introduction to Compensation Management: Nature and Scope, Job Evaluation; Wage and Salary Administration; Wage Concepts, Wage Determination Process, Theories of Wage, Types of Wages: Time Rate, Piece Rate, Debt Method; Wage Differentials; Wage Policy and Wage Fixation Machinery.

UNIT III

Compensation Systems: Internal and External Equity; Productivity and Wages, Individual-Group Variable Compensation, Employee Stock Ownership, Retirement Plans. Incentives: Definition, Types of Incentives, Individual Incentives: Organization Wide Incentives: Scanlon Plan, Profit Sharing, Non-Financial Incentives; Fringe Benefits: Definition, Objectives and Types.

UNIT IV

Wage Legislation: Laws Relating to Workmen's Compensation; Payment of Wages Act (1936), The Minimum Wages Act (1948), The Payment of Bonus Act (1965), The Equal Remuneration Act (1976), Employee's State Insurance, Provident Fund, Gratuity and Maternity Relief benefits..

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Performance and Compensation Management	Max. Marks: 100 marks
Course No.: PSMB TE332	Internal Assessment: 40 marks
Duration of Examination: 3hrs	External Assessment: 60marks
Total Credits: 04	Minimum contact hrs. 45

Suggested Readings

- Kohli. A.S, Deb. T, (2012) 'Performance Management' Oxford university press, First edition.
- Cardy. R.L, Leonard. B, (2011) 'Performance Management' PHI learning pvt. Ltd., Second edition.
- Bhattacharya D.K, (2013) 'Compensation Management', Oxford university press, First edition.
- Mikovich. G.T, Newman. J.M, Venkataratanam C.S, (2012) 'Compensation', McGraw Hill, Ninth edition.
- Sarma, A., (2010). "Understanding Wage and Compensation System", Himalaya Publishing House.
- Armstrong, M. (2000) 'Performance Management', Kogan Page Publicaton.
- Rao, Venkateshwara, T., (2004). Performance Management and Appraisal System, Sage Publication.
- Angela Baron, Armstrong, M., (2005). Managing Performance, CIPD Publishing.
- Armstrong. M., (2003). A Handbook of HRM Practice, Kogan Page Publication.
- Taylor, S. (2005), Human Resource Management, Derek Torrington, Laura Hall Publication.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: PSMB TE333

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

OBJECTIVES

To acquaint the students with issues related to the processes of organizational change and development. Also, prepare them as Organizational Change facilitators using the knowledge and techniques of behavioral science.

UNIT I

Understanding Change; Nature, Forces, Types and Importance; Change Management Challenges; Organising for Change Levers; Key Roles of Organizational Change; Building a Culture of Change; Steps in Change Management; Manager as a Change Agent.

UNIT II

Models of Organizational Change; Perspectives on Change; Managing Resistance to Change; Change and Transition Management; Value-based Change; Nurturing Organisational Change; Culture and Change.

UNIT III

Organisation Development: Concept and Nature, Underlying assumptions and Values in Organisation Development, Foundations of Organisation Development, Issues in Consultant Client relationship; Management Development vs Organization Development, Success of an Organisation Development Programme, Fundamental strength of OD; Future of OD.

UNIT IV

OD Interventions: Team Interventions: Process Consultation, Gestalt approach, Group Team building meeting, Role Analysis Technique, Role Negotiating Technique, Force-Field analysis, Responsibility Charting, Comprehensive Interventions: Confrontation Meeting, Grid OD, Survey Feedback; Structural Interventions.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Organizational Change and Intervention Strategies

Max. Marks: 100 marks

Course No.: PSMB TE333

Internal Assessment: 40 marks

Duration of Examination: 3hrs

External Assessment: 60marks

Total Credits: 04

Minimum contact hrs. 45

Suggested Readings:

- Carnall, C., 1995. (Managing Change in Organisations, Englewood Cliffs, New Jersey, Prentice Hall International.
- French, W.E. and Bell, C.H. (1999), Organisation Development, New Delhi: Prentice Hall of India.
- Liz Clark, (1997), The Essence of Change, Prentice Hall Serves.
- Carr, Hard and Trahand, (1996), Managing and Change Process, Mc Graw Hill.
- Robert A. Paton, James Mc Calman, (2000), Change Management, New Delhi: Sage.
- Nilakant, V and Ramnarayan. S. (1998), Managing Organisational Change; New Delhi: Response Books.
- Dijer, William G., (1984) Strategies for Managing Change, Addison - Wesley Publishing Co. Inc.
- Harigopal, K. (2001) Managing of Organisational Change - Leveraging Transformation, Response Books.
- Virmano, B.R. (2000) 'Managing People in Organisations, Sage: Response Books
- Varma, Madhurendra K. (2000). 'Nurturing Change though Your Human Assets', Response Books.
- Chandra, Ashok and Shilpa Kabra, (2000) 'Human Resource Strategy, - Architecture for change', Response Books.
- Rohmetra Neelu, Singh B.P and Sharma Vishal (2014), Sustainable Business Practices, EXCEL Books, New Delhi.
- Rohmetra Neelu, Singh B.P and Sharma. Vishal, (2014) Business Dynamics: Contemporary Issues and Challenges, Excel Books, New Delhi.
- Rohmetra Neelu, (1998). Human Resource Development in Commercial Banks in India, Ashgate Publishing Co., UK.
- Rohmetra Neelu, Dhotra J.R, (2006). Strategic Thought in the New Age Management, Excel Books.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Culture, Society and Organisation
Course No.: PSMB TE334
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

To enable the students to comprehend the relationship between culture, society and organisations as well as sensitizing them to need for managing differently in diverse cultural environments and inter-cultural work settings.

UNIT I

Culture: Meaning and concept: foundations of culture, Cultural Orientations, Elements of Culture and the cultural Phenomenon, Culture as a multi-level dynamic construct; Social Structures and Process, Explanation of the societal dimensions of Race, Ethnicity, Gender, Caste, Social/Economic Status, Age, Physical Abilities, Religious Beliefs and Political ideologies.

UNIT II

Culture, Society and Organisations Connect; Cultural Diversity: Meaning and Nature, The importance of valuing diversity, Historical developments in diversity management concept, Workforce diversity as a competitive advantage, Dysfunctional diversity, The impact of diversity on groups/teams, Types of diversity in groups; Managing diversity: Descriptive and Prescriptive Models, Strategies and Guidelines; Cultural Identity and Performance; Global Diversity Management: Issues and Challenges.

UNIT III

Culture and Organizations: Organisational responses to cultural diversity: Coping with cultural differences: Understanding Socialization; Cultural influence on organizational designs and structure: Organizing in multinational organizations, Relationship of MNOs to its members, Managerial roles in MNOs, Cultural differences in the psychological contract; Cultural Dynamic and impact of Cultural Distance within Mergers and Acquisitions; Improving interpersonal relationships: Multicultural literacy for employees.

UNIT IV

Cross-cultural psychology: Concept, nature, rationale and themes of debate; Interpretive positions: Culture-Comparative psychology, Cultural psychology and indigenous psychology; Cross-cultural psychology and Organizations: Inter-cultural perception and interaction, emotion, perception, words and language and thinking as a cultural process; Methodological issues in cross-cultural psychology; Cultural Intelligence: Issues and challenges.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Culture, Society and Organisation
Course No.: PSMB TE334
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings:

- Laungani, P.D. (2007), 'Understanding Cross Cultural Psychology', New Delhi Sage
- Valsinger, J(2007), 'Culture in Minds and Societies: Foundations of Cross Cultural Psychology', New Delhi: Sage.
- Triandis, H.C. (1994), 'Culture and Social behaviour', New York: McGraw Hill
- Berry, J.W. Poortinga, Y.H. et. Al (Eds) (1997), 'Handbook of Cross-Cultural Psychology', 2nd Ed. 3 Volumes, Boston: Allyn and Bacon.
- Smith, P.B., Peterson, M.F and Thomas, D.C, (2008), 'The handbook of Cross Cultural Management Research', Thousand Oaks, CA: Sage Publications.
- Robbins, S.P and Sanghi, S. (2006), 'Organisational Behaviour' (11th Ed.) Pearson Education: India.
- Kirton, G and Green, A.M. (2005), Dynamics and Managing Diversity: A Critical Approach', (2nd Ed.) Elsevier Butterworth - Hienemann: Oxford.
- Powell, G. (1994), ' Gender and Diversity in the Workplace', Thousand Oaks, CA: Sage Publications.
- Daneils, K. and Macdonald, L. (2005), 'Euality, Diversity and Discrimination: A Student Text', CIPD: London.
- Thomas, D.C.P.D (2008), ' Cross Cultural Management: Essential Concepts', New Delhi: Sage.
- Valsinger, J. (2007), 'Culture in minds and Societies: Foundations of CrossCultural Psychology', New Delhi: Sage
- Triandis, H.C. (1994), 'Culture and Social Behaviour', New York: McGraw Hill.
- Adler, N.J. (2012), 'International Dimensions of Organisational ehaviour', New Delhi: Cengage Learning, New Delhi.
- Sharma Anuradha and Neelu Rohmetra, (2012), "Emotional Intelligence in the Telecom sector; Strategy Communicationand Motivation connect', and Motivation connect', Lambord Academic Publishing.
- Rohmetra, Neelu (2005), 'Cultural paradigms in Managing People and Organisation,Excel Books, New Delhi.
- Rohmetra Neelu and Anil Gupta (2014), 'Cross-Cultural Management: Practice and Research', Primus Books, New Delhi.
- Rodrigues, CArl (2009), 'International Management', Sage New Delhi

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Global Business Operation
Course No.: PSMB TE341
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

Global Business Management course is designed to prepare individuals to understand and address the complications associated with business operations in today's global economy. Focused on trade transactions and logistical knowledge, participants gain exposure to the terminology and challenges of managers operating in the global arena. The course will help participants develop the practical knowledge and skills required of International business professionals in today's global marketplace.

UNIT I

Why Go Global?, When is a Company Ready to Go Global, Harmonized Codes -Classifying Your Export Products, Which Foreign Markets will be Successful for your Product?, Selecting Foreign Markets, Sources of International Marketing Data.

UNIT II

Two Key Decisions Before Going Global, Finding Your partners for Indirect Exporting, Finding Your partners for Direct Exporting, International Business Across Cultures, International Pricing, Legal Considerations, Tax and Accounting Issues.

UNIT III

INCO TERMS, Documentation, Financial Risk, Payment Methods, and Trade Finance, Setting a Pace for Your Export Growth-Assessing Your Export Progress and Success Managing International Channels of Distribution, International Advertising, Public Relations, and Trade.

UNIT IV

Missions/Shows, Key to Success: A Customer Orientation, Sustaining Success through Clear Communication and Managing Change, The Internet and International Trade, Beyond Exporting Foreign Direct Investment.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Global Business Operation
Course No.: PSMB TE341
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Suggested Readings

The Global Entrepreneur, Taking Your Business
International

Second Edition by James F.
Foley, Dearborn Financial
Publishing

International Operations Management

Gerhard J. Plenert, Copenhagen
Business School Press. 2009

Operations Management: An International Perspective

David, South
Barnes Western
Cengage Learning, 2008

Operations Management for Competitive Advantage

Charles
, Jacob and Aquilano
McGraw Hill, 2004

International Operations Management; Lessons in
Global Business

Alberto. F. De. Toni, Gower
publishing UK,
2011

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Supply Chain Management
Course No.: PSMB TE342
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of Supply Chain Management and impart necessary skills for handling Supply chain issues of an enterprise.

UNIT I

Introduction to supply chain management (SCM); Evolution of SCM, Supply Chain Management Linkages, Strategic Supply Chain Management, Supply Chain Effectiveness and Indian Infrastructure, Customer Value, Customer Services, and Channel Strategies.

UNIT II

Value of Information and Order Management: Components and Elements of Order Management, Demand Forecasting and Management: Impact of forecast on SCM, Effective Forecasting Process and Techniques, Inventory Management, ABC Analysis, VED Matrix, MRP and DRP, Just in Time System, Warehousing and Materials Handling Management: Warehousing Strategy, Principles

UNIT III

Transportation: Modes of Transport, Multi Modal Transportation System, Selection of Transportation Mode, Fleet Management, Procurement Management: Value Chain, Strategic Procurement Models, Strategic Sourcing and Vendor Management: Strategic issues in Sourcing, Vendor Selection, rating and development; Outsourcing Strategy for Logistic Services.

UNIT IV

Supply Chain Integration and Information Technology: Web Based Supply Chains, Supply Chain Relationships: Relationship Continuum, Partnership Relationships, Performance Management: Dimensions and Tools of Performance Management, SCOR Model, Contemporary Issues in Supply Chain Management: Demand Chain Management, Green Supply Chain Management, Reverse Logistics

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Supply Chain Management
Course No.: PSMB TE342
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Suggested Readings

- Aggarwal, D.K., Supply Chain Management: Strategy, Cases and Practices, MacMillan Publishers, 2010
- D Simchi-Levi P Kaminsky and E Simchi-Levi; Designing & Managing the Supply Chain; McGraw-Hill/Irwin, 2002.
- Chopra, S. and Meindl, P, Supply Chain Management: Strategy, Planning and Operation, Pearson Education Asia, 2001
- Shapiro, J.S., Modeling the Supply Chain, Duxbury Press, 2001.
- Magee, J.F., Copacino, W.C and Rosenfield, D.B., Modern Logistics Management, Wiley, New York, 1998
- Dornier, P., Ernst, R., Fender M. and Kouvelis, P., Global Operations and Logistics: Text and Cases, Wiley, New York, 1998.
- Tayur, S., Ganeshan, R., and Magazine, M., Quantitative Models for Supply Chain Management, Kluwer Academic Publishers, 1999.
- Mentzer. T.John, Supply Chain Management, Response Books, Sage Publications, Eleventh Printing, 2009

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Enterprise Resource Planning
Course No.: PSMB TE343
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The primary objective of this course is to provide basic knowledge regarding the concept and structure of ERP systems and impart necessary skills for its implementation in a business enterprise.

UNIT I

An Enterprise perspective, Introduction to ERP, Basic ERP concepts, Risks and benefits associated with ERP, ERP and relation Technologies, Business Intelligence, Business Process Reengineering Data Warehousing and Data Mining, On-Line Analytical Processing, Advance Technology and ERP Security.

UNIT II

Decision regarding ERP implementation, Implementation Challenges, ERP implementation Strategies, ERP implementation Life Cycle, Pre-implementation Tasks, Requirement Definitions, Implementation Methodologies, ERP Project Team, Process Definition, Vendors and Consultants.

UNIT III

Post Implementation issues, Operation and Maintenance of the ERP system, Measuring the performance of the ERP System, Maximizing the ERP System, Business Modules of an ERP Package, Finance, Human Resource, Plant Maintenance, Materials Management, Quality Management, Marketing Sales, Distribution and Services

UNIT IV

ERP Marketplace and Market Place Dynamic, SAP AG, Oracle Corporation, PeopleSoft, JD Edwards, Enterprise Application Integration (EAI), ERP and Total Quality Management, Future Directions and Trends in ERP

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Enterprise Resource Planning

Course No.: PSMB TE343

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

Suggested Readings

- Garg V.K and Venket Krishna N.K. "ERP Concepts and Practices". PHI Publication 1997.
- Champy. J.Harper. "Re-engineering management". Harper Collins, 1995.
- J Kanter Management with Information. Prentice Hall (I), 1996 New Delhi.
- V rajaraman Anallysis and Design of Information System. Prentice Hall (I), 1996 New Delhi.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Technology and Innovation
Course No.: PSMB TE344
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The primary objective of this course is to provide necessary skills for handling technological changes. Also, to train the students for the innovation process Management.

UNIT I

Technology as the driving force of global industrial competition, The axes and atlas of technology, Strategic management of technology, Business Strategy and technology management, Competitive position analysis for technology management.

UNIT II

Productivity and Incremental Innovation, Organizational determinants and forms of productivity and innovation, Technology absorption; Contents of technology acquisition, Basic issues, technology intelligence capability.

UNIT III

Crucial issues in flexible technology, Strategic evaluation of technological investments, Competitive advantage framework, Framework for strategic financial analysis, The strategic cost management framework.

UNIT IV

Management of technological innovation, Inception of technovation, Search procedure, selection of projects, Dynamics of technovation process, facilitating factors for technovation, common themes for innovative companies, fostering innovation in bureaucratic companies, Technology fusion and the new R&D, Technology management and new opportunities, Structural imperatives of technology management.

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Management of Technology and Innovation
Course No.: PSMB TE344
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

Suggested Readings

- Rastogi, P.N., Management of Technology and Innovation: Competing through technological Excellence, 2009, Sage Publications.
- Robert Burgelman, Clayton Christensen, Steven Wheelwright, Strategic Management of Technology and Innovation, Mc Graw hill higher education, 2007
- Gray, Hamel and Prahalad, C.K. (1999), Competing for the Future, HBS Press.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Fundamentals of Management
Course No.: PSMB TO345
Duration of Examination: 3hrs
Total Credits: 04

Max. Marks: 100 marks
Internal Assessment: 40 marks
External Assessment: 60marks
Minimum contact hrs. 45

OBJECTIVES

The objective of this course is to familiarize with the Concept and Development of Management as a science and an art and drawing upon the contributions of leading thinkers of Management and to apply the concepts to the real life in Managing organizations in the Business, Government as well as non Governmental and Voluntary organizations for decision making keeping in view the changes in the Strategic and Operative environments of organisations.

UNIT I

Concept and Foundations of Management, Evolution of Management Thought, Managerial Functions - Planning, Organising, Directing Controlling, Decision Making, Role of Manager, Manager Skills, Entrepreneurship, Management of Innovation, Managing in Global Environment, Flexible Systems Management, Social Responsibility and managerial ethics, customer orientation, Value chain.

UNIT II

Individual Processes - Personality values attitude, perception, motivation, learning and reinforcement, work stress and Stress Management, power and politics, conflict resolution leadership styles and processes, communication; organizational processes - decision making, classical, Neo classical and contingency approach to organizations, learning organization, knowledge based enterprise, organizational change and Networked organisations.

UNIT III

Organisational structures - Line and staff Authority, Functional, product, Matrix, Geographical, customer, New Forms of organization - Virtual organizations, Role of voluntary organisations; Goals of Finance, Marketing, HR, Operations, R&D and MIS functions in organizations; New Business Models and Strategies for Indian economy.

UNIT IV

Nature and scope of Strategic Management; Strategic Intent, vision, objectives and policies; Strategic planning and Implementation, Environmental Analysis and Internal Analysis, Tools and Techniques for strategic Analysis; concept of Value Chain; competitive advantage, competitive and growth strategies, concept of core competence, Turnaround Management; Management of Strategic Change, strategic alliances, Global competitiveness and Technological developments, Managing in the International Business Environment.

(For the examination to be held in 2020, 2021 and 2022)

Course Title: Fundamentals of Management

Course No.: PSMB TO345

Duration of Examination: 3hrs

Total Credits: 04

Max. Marks: 100 marks

Internal Assessment: 40 marks

External Assessment: 60marks

Minimum contact hrs. 45

Note for Paper Setter.

The question Paper shall contain two parts A and B. In Part A the Paper Setter will be required to set Ten Short Answer questions (of two marks each) from any part of the Syllabus. In part B, a total of Six Long Answer questions (of ten marks each) will be set selecting at least one question from each unit of the Syllabus. Part A shall be compulsory and in Part B the Candidate will be required to attempt any four questions out of six.

Suggested Readings

- Koontz and O'Donnel
- Koontz and Weihrich
- G R Terry
- Luthans Fred

Essentials of Management

Management: A Global Perspective

Principles of Management

Organisation Behaviour