

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI (C.G.)



SYLLABUS

[EFFECTIVE FROM THE SESSION: 2011-2012]

MASTERS OF BUSINESS ADMINISTRATION (FULL TIME)

IVth SEMESTER



CHHATTISGARH SWAMI VIVEKANANDA TECHNICAL UNIVERSITY

MBA SEMESTER IV

Sl. No.	Board of Studies	Subject Code	Subject	Periods Per Week			Scheme of Examination			Total Marks	Credits
				L	T	P	ESE	CT	TA		
1	Mgmt.	576411(76)	Corporate Strategy (New)	3	1	0	80	10	10	100	4
2	Mgmt.	576412(76)	Econometrics and Decision Science (New)	3	2	0	80	10	10	100	4
3	Mgmt.	Codes are given in the list of electives	Elective V (Major Sp I; Group I)	3	1	0	80	10	10	100	4
4	Mgmt.		Elective VI (Major Sp I; Group II)	3	1	0	80	10	10	100	4
5	Mgmt.		Elective VII (Major Sp II; Group I)	3	1	0	80	10	10	100	4
6	Mgmt.		Elective VIII (Major Sp II; Group II)	3	1	0	80	10	10	100	4
7	Mgmt.		Applied Elective Theory (New)	3	1	0	80	10	10	100	4
8	Mgmt.		Applied Elective Lab	0	0	3	60	0	40	100	2
9	Mgmt.	576422(76)	Major Project Report and Viva Voce	0	1	5	140	0	60	200	3
			Total	21	9	8	760	70	170	1000	33

L – Lecture, T- Tutorial; ESE – End Semester Examination, CT – Class, Test, TA – Teacher’s Assessment

The list of specializations and electives offered in fourth semester is given in the subsequent page. For each specialization, electives are offered in two groups, namely Group I and Group II. A candidate has to select one elective each from Group I and Group II. Specializations as selected in Semester III will continue in Semester IV also. The institutes must send its choice of Electives within one month of the start of the semester.

SPECIALIZATION AND ELECTIVES V TO VIII FOR FOURTH SEM

Marketing Management		
GROUP I	576431(76)	Product and Brand Management (New)
	576432(76)	Rural and Agro Marketing (New)
	576433(76)	International Business Marketing (New)
GROUP II	576434(76)	Internet and Social Media Marketing (New)
	576435(76)	Retail Management (New)
	576436(76)	Corporate Communications (New)

Finance Management		
GROUP I	576441(76)	Management of Working Capital (New)
	576442(76)	International Financial Management (New)
	576443(76)	Business Analysis and Valuation (New)
GROUP II	576444(76)	Project Planning and Analysis (New)
	576445(76)	Banking and Insurance (New)
	576446(76)	Operations Research for Finance and Risk Analysis (New)

Human Resource Management		
GROUP I	576451(76)	Industrial Relations (New)
	576452(76)	Negotiation and Counseling (New)
	576453(76)	Strategic Human Resource Management (New)
GROUP II	576454(76)	Industrial and Organizational Psychology (New)
	576455(76)	Emerging Issues in HR Management (New)
	576456(76)	Interpersonal Processes and Counseling Skills for Managers (New)

Systems Management		
GROUP I	576461(76)	Business Process Re-engineering and ERP (New)
	576462(76)	IT Enabled Services Management (New)
	576463(76)	Internet Security and Cyber Laws (New)
GROUP II	576464(76)	Data Warehousing and Data Mining (New)
	576465(76)	Internet Marketing (New)
	576466(76)	Wireless Technologies and Convergence (New)

Production and Operations Management		
GROUP I	576471(76)	Supply Chain Management (New)
	576472(76)	Project Planning, Evaluation & Management (New)
	576473(76)	Six Sigma (New)
GROUP II	576474(76)	Push and Pull Based Manufacturing Systems (New)
	576475(76)	Quality Management Systems (New)
	576476(76)	Manufacturing Strategy (New)

APPLIED ELECTIVES FOR FOURTH SEMESTER

Theory

Applied Electives	
576481(76)	Hospital Management (New)
576482(76)	Travel and Tourism (New)
576483(76)	Transport and Logistics (New)
576484(76)	Insurance (New)
576485(76)	Banking (New)
576486(76)	Management of SME & Family Business (New)
576487(76)	Media Management (New)
576488(76)	Event Management (New)
576489(76)	Advanced Corporate Communications (New)
576480(76)	Sports Management (New)

- A student can select any one of the above electives.
- For each applied elective a student must take two papers, namely *Applied Elective Theory* and *Applied Elective Lab*.
- An institute may offer to run the above electives through its own faculty or through faculty from outside.
- At least a feasible number must register for a course to be offered by the institute. The feasible number is at the discretion of the institute.
- The institutes must send its choice of Applied Electives within one month of the start of the semester.

APPLIED ELECTIVES FOR FOURTH SEMESTER

Practical

Applied Electives	
576491(76)	Hospital Management
576492(76)	Travel and Tourism
576493(76)	Transport and Logistics
576494(76)	Insurance
576495(76)	Banking
576496(76)	Management of SME & Family Business
576497(76)	Media Management
576498(76)	Events Management
576499(76)	Advanced Corporate Communications
576490(76)	Sports Management

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576411(76): CORPORATE STRATEGY (New)

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

COURSE CONTENTS

UNIT I	⇒ Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. General vocabulary of SM: Vision, Mission, Objectives and Purpose.
UNIT II	⇒ Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS), Internal Appraisal – The internal environment, organizational capabilities in various functional areas and Strategic Advantage Profile, Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF). ⇒ Strategic step application: Drucker’s theory of business, Blue ocean strategy, resource based view and dynamic view.
UNIT III	⇒ Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies, Corporate restructuring, Concept of Synergy, Mergers & Acquisitions, Corporate Restructuring ⇒ Business level strategies—Porter’s framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, ⇒ Strategic Analysis and choice—Corporate level analysis (BCG, GE Ninecell, Hofer’s product market evolution and Shell Directional policy Matrix) ⇒ Industry level analysis; Porter’s five forces model, Qualitative factors in strategic choice.
UNIT IV	⇒ Strategy implementation: Resource allocation, Projects and Procedural issues. Organization structure and systems in strategy implementation. ⇒ Operational and derived functional plans to implement strategy, Integration of functional plans.
UNIT V	⇒ Strategic control and operational Control, Organizational systems and Techniques of strategic evaluation.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Thompson & Arthur A and Others, Crafting and Executing Strategy, Tata McGraw Hill, 14th ed. 2006
- Pankaj Ghemawat: Strategy & The Business Landscape, Pearson Education Asia
- T. Wheelen and K. Rangarajan, "Concepts in Strategic Management and Business Policy", Pearson Education
- Johnson & Scholes : Exploring Corporate Strategy 4th Prentice Hall India
- Grant, Contemporary Strategic Management Case Studies, 6ed, Wiley Publications.

REFERENCE BOOKS

- F.R. David, "Strategic Management", Pearson Education
- Kazmi, Business Policy & Strategic Management 2nd Tata McGraw Hill
- Budhiraja S D, Athreya M B , Cases In Strategic management , Tata McGraw Hill

SUGGESTED READINGS

- Robert A and Lei Devid, Strategic Management' Thomson 3rd ed.
- Kenichi Ohmae, The Mind of the Strategist, The Art of Japanese Business, Tata McGraw Hill Edition.
- Ranjan Das, Crafting the Strategy – Concepts and Cases in Strategic Management, Tata McGraw Hill, 1/e.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576412(76): ECONOMETRICS AND DECISION SCIENCE (New)

CREDITS: 4 LECTURE SCHEME: (L-3; T-2; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students to make managerial decisions on a quantitative basis during uncertainty and risk.

COURSE CONTENTS

UNIT I	⇒ Introduction of Econometrics, Methodology of Econometrics, Objectives and Characteristics, Input-Output Analysis – Introduction, Concepts and Features, Importance, Assumptions, National Income Accounting Matrix, Hawkins-Simon Method, Limitations of Input-Output Analysis.
UNIT II	⇒ Game Theory – Introduction and Concept of Games, Two Person Zero Sum Game. Saddle Point- Maximin and Minimax Principles. Dominance Property- Pure and Mixed Strategies. Graphical Solutions for 2XM and NX2 Problems
UNIT III	⇒ Markov Chain Analysis – Markov Processes, State Transition Matrix, Steady State Conditions.
UNIT IV	⇒ Decision Analysis: Concept, Decision Criteria, Decision under Uncertainty, Decision under Risk. Decision Tree: Introduction, Fold Back or Roll Back Process, Advantages of Decision Tree Approach, Limitations of Decision Tree Approach, Problems on Decision Trees.
UNIT V	⇒ Simulation: Basic Concepts of Simulation, Simulation Methodology, Monte Carlo Simulation: Designing Mathematical Simulation Models Using Random Numbers.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Natrajan A. M. 'Operation Research', Pearson Education
- Vohra N. D. 'Quantitative Techniques in Management', Tata McGraw Hill.
- Dougerty, Introduction to Econometrics, 4E, ISBN: 9780195693249, Oxford University Press

REFERENCE BOOKS

- Taha H, "Operation Research", Pearson Education
- P. K. Gupta and D. S. Hira, "Operations Research", New Delhi: Sultan Chand Publications,
- Hillier and Lieberman 'Operations Research', Tata McGraw Hill, Eighth Edition

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576431(76): PRODUCT AND BRAND MANAGEMENT (New)

ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management.

COURSE CONTENTS

UNIT I	<p>⇒ Product Management: Product Classification, Levels, Product Mix and Product Line Decisions, New Product Development Process</p> <p>⇒ Marketing Organizations: Product Focused Organization, Market Focused Organization</p>
UNIT II	<p>⇒ Market Potential & Sales Forecasting: Forecasting target market potential and sales, Methods of estimating market and sales potential, Method of Sales forecasting</p> <p>⇒ Developing Product Strategy: Objectives & Alternatives: Product Strategy in Product Life Cycle, Customer and Competitor Analysis, Factors Influencing Design of The Product, Changes Affecting Product Management</p>
UNIT III	<p>⇒ Branding (Definitions, Significance): Product Vs Brands, Brand Identity and Brand Image</p> <p>⇒ Brand knowledge: Brand portfolios and market segmentation</p> <p>⇒ Brand Building: Steps in Brand Building, Brand Positioning, Defining and establishing brand values</p>
UNIT IV	<p>⇒ Designing & Sustaining Branding Strategies: Brand Hierarchy, Brand Strategies (Product Brand, Line Brand, Range Brand, Umbrella Brand), Source Brand and Co Branding, Brand Extension, Types of brand extension, Managing Brand over Time</p> <p>⇒ Brand Leveraging & Brand Performance: Establishing brand equity management system, Measuring sources of brand equity, Co-branding, Celebrity endorsement</p>
UNIT V	<p>⇒ Brand Equity (Concept, Significance): Brand Equity Models, Building Brand Equity, Measuring Brand Equity, Managing Brand Equity</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Gary, L. Lilien, Arvind Rangaswamy, New Product and Brand Management: Marketing Engineering Applications, Prentice Hall, ISBN-10: 0321046439; ISBN-13:978-0321046437
- Percy, Strategic Brand Management, ISBN: 9780195692280, Oxford University Press
- YLR Moorthi, Brand Management 1ed, Vikas Publication house Pvt Ltd

SUGGESTED READINGS

- Aaker David, A. Managing Brand Equity, New York. Free Press, 1991
- Cowley, Don. Understanding Brands. London, Kogan Page, 1991
- Czernlawski, Richard D. & Micheal W. Maloney. Creating Brand Royalty, AMACOM, NY, 1999
- Kapferer, J.N. Strategic Brand Management, New York, Free Press, 1992
- Murphy, John A., Brand Strategy, Cambridge, The Director Books, 1990
- Steward, P. , Building Brands Directly, London, MacMillan, 1996.

- Upshaw, Lynn B. Building Board Identity: A strategy for success in a hostile market place. New York, John Wiley, 1995.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576432(76): RURAL AND AGRO MARKTING (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of the course is to expose the students to the rural market environment and challenges in marketing agro products in the rural area.

COURSE CONTENTS

UNIT I	<p>⇒ Rural Marketing: Nature, definition, scope & importance in India. Size & Structure of rural markets.</p> <p>⇒ Factors influencing rural marketing (Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements).</p> <p>⇒ Rural Market Index: Thompson index, Market strategies & tactics with reference to rural markets.</p>
UNIT II	<p>⇒ Product marketing & service marketing in rural India: product planning, communication media & message, distribution Channels, market research.</p> <p>⇒ Rural Industry: Marketing of rural industry, cottage industry, artisan products.</p> <p>⇒ Problems in Rural marketing, Consumer education & consumer movement in rural India, Role of government & NGOs in Rural marketing, Organizations and functions of agricultural Marketing in India.</p>
UNIT III	<p>⇒ Classification of products and services in Rural marketing, Marketing Mix for rural products.</p> <p>⇒ Study of Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti. Rural Market - in Economic Context, Product Strategy for Rural India, Rural Sales Force & Management</p> <p>⇒ Marketing of agricultural produce and inputs, regulated markets, cooperative marketing & processing societies. Differences in Agricultural and Consumer Marketing, Constraints in Agricultural marketing.</p>
UNIT IV	<p>⇒ Agribusiness: Emerging Branches, Non Conventional forms of Agribusiness, Export potential for farm products, Supporting Services.</p> <p>⇒ Cooperative Marketing: Concept, History, Functions, Reasons for slow progress of cooperative sector</p> <p>⇒ Supply Chain Management (SCM) In Agri Business i.e. Cold Chains, Organized procurement & warehousing</p>
UNIT V	<p>⇒ Role of agricultural finance & credit: Agricultural credit situation-types of credit-rural credit institutions- NABARD – commercial banks –state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RPB –local area banks – flow of institutional credit to agriculture – kisan credit card scheme- Impact on rural market.</p> <p>⇒ Role of cooperatives in rural economy: APEDA, NAFED, MARKFED, HPMC, a glimpse of the future of rural marketing.</p> <p>⇒ Institutional participants: Govt. as facilitator, controller and marketer</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Krishnamacharyulu & Ramakrishnan “Rural Marketing – Text & Cases” Pearson Education
- Gopaldaswamy TP, Rural Marketing -Environment 3ed, Vikas Publication house Pvt ltd
- Singh S., Rural Marketing :Focus on agriculture inputs 1ed, Vikas Publication house Pvt ltd

REFERENCE BOOKS

- C.S.G. Krishnamacharyulu, "Cases in Rural Marketing", Pearson Education.
- Sukhpal Singh, "Rural Marketing Management" Vikas Publishing House
- A.K. Singh, S. Pandey, Rural Marketing, New Age International Publishers.
- Lamba A, 'Retail marketing', TMH
- Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576433(76): INTERNATIONAL BUSINESS MARKETING (New)

ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

COURSE CONTENTS

UNIT I	⇒ Theories of international trade, International Economic Institutions (WTO, GATT, World Bank, UNCTAD, IMF), Regional Agreements.
UNIT II	⇒ Role of multinationals, Trade Policies, Balance of Payment, Trade Deficits, Regulatory framework of international trade, tariffs and quotas.
UNIT III	⇒ Foreign investments in India, problems and prospects of Indian businesses abroad.
UNIT IV	⇒ Overseas business options, India's export policy, Institutional infrastructure for exports, EPCs, ECGC, EXIM Bank, FIEO, etc., Export pricing, export incentives, export finance, role of banks, methods of payments, Export procedures and documentation.
UNIT V	⇒ Global monetary system, fundamentals of foreign exchange, currency convertibility, Analysis of international marketing environment, international marketing research, International marketing strategy, International policies for products, pricing, and distribution, International advertising, promotion, and communication, Organizing for foreign markets.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- John D. Daniels & Lee h. Radebaugh, International Business, Environment & Operations, Prentice Hall, 2007, 11th edition.
- Joshi, International Marketing, ISBN: 9780195671230, Oxford University Press

REFERENCE BOOKS

- Subhash C. Jain, International Marketing, Asian Books Private Limited, 2001, 6th edition
- Charles W. L. Hill, International Business, Tata McGraw Hill Limited, 2005, 5th edition
- Rugman, Lecraw & Booth, International Business: Firm & Environment, Tata McGraw Hill Ltd
- Roven Simcha, Comparative & Multinational Management, Wiley Int. ed., 1986

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576434(76): INTERNET AND SOCIAL MEDIA MARKETING (New)

ELECTIVE DISCIPLINE: MARKETING MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

This course is designed to develop an understanding of Internet Marketing and to provide an overview of social media marketing in the digital age.

COURSE CONTENTS

UNIT I	⇒ Introduction to Internet age and marketing, marketing in an information-intensive environment, Customer behavior in the future, the internet and international marketing. ⇒ Implications of the Internet age for marketing, implications of the Internet for Consumer Marketing, Data mining in marketing
UNIT II	⇒ Improving marketing productivity in the Internet Age, product innovation in the Internet age, developing products on Internet time, Reintermediation and disintermediation in the internet age, pricing in the internet age, advertising in the internet age, sales and customer and customer service in the internet age, building meaningful relationships through dialogue
UNIT III	⇒ Introduction to Social Media Marketing: Difference between traditional and the new age marketing; Defining social media marketing; Use of social media for word of mouth communication.
UNIT IV	⇒ Social media marketing strategy: Building social media strategy; tools for social media strategy (Corporate blogs, twitter, facebook, linkedin etc.); Using multimedia for grabbing attention in a crowded marketplace (Using multimedia)
UNIT V	⇒ Social Media Metrics: Understanding the effectiveness of social media marketing, Introduction to social media dashboards. ⇒ Linking social media marketing with R&D and HR: Social media in Product Development and innovation, social media in talent acquisition and development.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS

- Jagdish N. Sheth, Abdolreza Eshghi, Balaji C. Krishnan: Internet Marketing, Harcourt College Publishers, 2001
- Dave Chaffey, Richard Mayer, Kevin Johnston: Internet marketing: strategy, implementation and practice, Financial Times Prentice Hall, 2000
- Barry Silverstein: Business to business Internet marketing: seven proven strategies for, Jim Hoskins Publishers
- Tom Vassos: Strategic Internet marketing , - Que Publishers, 1996
- The new community rules: Marketing on the Social web," Tamar Weinberg
- Groundswell: Winning in a world transformed by social technologies
- Tara Hunt, "The Wuffle factor: Using the power of social networks to build your business." ISBN-10: 0470614153
- Avinash Kaushik, "Web Analytics 2.0: The art of online accountability and science of customer centricity." ISBN-10-0470529393.
- Francois Gossieaus and Ed Moran, "The Hyper-Social Organization: Eclipse your competition by leveraging social media." ISBN-10: 0071714022.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576435(76): RETAIL MANAGEMENT (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

This course is designed to develop an understanding of all aspects of a retail business.

COURSE CONTENTS

UNIT I	⇒ Retail Management: - overview, the retailing concept and its framework; planning, building and sustaining relationship in retailing. Retail Institutions: types and its characteristics, location planning and selection, its facilities, understanding retail consumer behaviour, retail chains.
UNIT II	⇒ Managing retail business: developing retail business, human resources and operation management process, operational dimensions, Asset management and budgeting. Importance of supply chain management in retail Business.
UNIT III	⇒ Merchandise management and price: merchandising philosophy, plans, software for merchandise, logistics and inventory management, and its implementation. Financial merchandise management.
UNIT IV	⇒ Retail promotion mix and its strategy: advertising, public relation, personal selling, sales promotion of retail, developing retail price strategy. ⇒ Retail Brand and its significance
UNIT V	⇒ Supply chain management & vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path, net sales, gross margin, net profit; Store operations - size & place allocation, store maintenance, inventory management.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Krishnamacharyulu & Ramakrishnan "Rural Marketing – Text & Cases" Pearson Education
- Lamba A, 'Retail marketing', TMH
- Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education
- Bajaj, Retail Management, 2E, ISBN: 9780198061151, Oxford University Press.

REFERENCE BOOKS

- Levy & Wertz: Retailing Management, Irwin.
- Dunne, Lusch & Gahle: Retailing S-Western.
- Dairs & Ward: Managing Retail Consumption, John Wiley & Sons
- C.S.G. Krishnamacharyulu, "Cases in Rural Marketing", Pearson Education.
- Sukhpal Singh, "Rural Marketing Management" Vikas Publishing House
- T.P. Gopaldaswamy, Rural Marketing, Vikas Publishing House.
- A.K. Singh, S. Pandey, Rural Marketing, New Age International Publishers.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576436(76): CORPORATE COMMUNICATIONS (New)
ELECTIVE DISCIPLINE: MARKETING MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

This course is designed to introduce the students to the purpose and significant of communication within an organization at various levels.

COURSE CONTENTS

UNIT I	<p>⇒ Introduction to Corporate Communications: Model of corporate communications; Significance of community, employee and media relations to an organizations; Special communication functions of an organization, such as government and investors</p> <p>⇒ Role of Research in Public Relations, Strategy and Planning: Strategic communication plan; Communication research methods for evaluating program effectiveness</p>
UNIT II	<p>⇒ Global and Local Media Relations: Traditional and new methods of social and cultural communications; History and Viability of traditional media; Impact of new media on corporate media relations practices</p> <p>⇒ Community Relations: Importance of external stakeholders to company's long-term viability; Messages and Channels appropriate to key external audiences; Cost and Benefits associated with corporate community relations program</p>
UNIT III	<p>⇒ Customer Relations: Key customers as critical corporate external stakeholders; Cost effectiveness of corporate customer relations functions; Customer relation tactics, such as trade shows and site visits</p>
UNIT IV	<p>⇒ Management and Surveillance; Impact of blogs, chat rooms, and web-based groups on public perception of corporate activities; Value of Informal employee communication networks and channels for providing critical, timely information for decision making.</p> <p>⇒ Corporate communication technology: Evolution of computer-based communication technologies; Intranet and Internet-based communication programs and tactics.</p>
UNIT V	<p>⇒ Impact of websites on traditional relationships between external media representatives and internal media relations specialists; Impact of technology on employee communication programs and resulting affects on workforce information flows.</p> <p>⇒ Crisis Communication: Strategic Approach to crisis management</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Jethwaney, Corporate Communication: Principles & practices, ISBN: 9780198063650, Oxford University Press.
- Caywood, C. (1997). The Handbook of Strategic Public Relations & Integrated Communications: McGraw Hill.
- Barnicle, M., Byrne, J. and Welch, J. (2005). Straight from the Gut: Warner Books.
- Freiberg, K. (1998). Nuts! Southwest Airline's Crazy Recipe for Business and Personal Success: Broadway.
- Packard, D. (2006). The HP Way: How Bill Hewlett and I Built Our Company: Collins.
- Rogers, E. M. (2003). Diffusion of Innovations (5th ed.): Free Press.
- Sandar, Larkin, TJ and Larkin, S. (1994). Communicating Change: McGraw Hill.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576441(76): MANAGEMENT OF WORKING CAPITAL (New)

ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of the course is to acquaint the students with various theoretical and practical concepts relating to Management of Working capital.

COURSE CONTENTS

UNIT I	⇒ Meaning of Working Capital, Overview of Working Capital Management, Levels of Working Capital Investments, Optimal Level of Working Capital Investment, Working Capital Strategies, Profitability versus Risk Trade-off for Alternative Financing Strategies, Approaches of Working Capital Financing, Concept of Operating Cycle, Calculation of Working Capital
UNIT II	⇒ Meaning of Receivables Management, Determination of Appropriate Receivable Policy, Marginal Analysis, Evaluation of Credit Proposal, Credit Analysis and Credit Decision, Heuristic Approach, Discriminate Analysis, Sequential Decision Analysis.
UNIT III	⇒ Meaning of Cash Management , Motives for Holding Cash, Factors determining Cash Balance, Collection System, Disbursement Tools, Investment in Marketable Securities, Determining the optimum level of Cash, Baumol Model, Beranek Model, Miller-Orr Model, Stone Model, Optimization Model.
UNIT IV	⇒ Financial Forecasting, Forecasting Collection from Accounts Receivable, Forecasting Daily Cash Flow, Cash Balance Uncertainty, Hedging Cash Balance Uncertainty, Meaning of Inventory Management, Cost of Holding, Cost of Placing order, Inventory Control Models, Inventory Control Devices, Inventory Management and Valuation, Inventory Management and Cash Flow Timeline
UNIT V	⇒ Meaning of Payables Management, Trade Credit, Terms of Purchase, Stretching of Accounts Payable, Disbursement of Float Management, Other Accruals, Bank Credit – Basic Principles and Practices, Methods of Assessment and Appraisal, Financing Working Capital Gap, Short-Term Financing Sources, Working Capital Control and Banking Policy Integrating Working Capital and Capital Investment Process

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Bhattacharya, Working Capital Management—Strategies and Techniques, 2nd ed., ISBN: 978-81-203-3636-0, PHI

SUGGESTED READINGS

- P Gopalakrishnan: Inventory and Working Capital Management, Macmillan Publishers India
- N.P. Agarwal; B.K. Mishra: Working Capital Management, RBSA Publishers
- Bhattacharya Hrishikes (2008): Working Capital Management: Strategies and Techniques, PHI Learning Private Limited
- N.K. Jain: Working Capital Management, A.P.H. Publishing Corporations

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576442(76): INTERNATIONAL FINANCIAL MANAGEMENT (New)

ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this course is to give students and in-depth knowledge of the working of International financial markets.

COURSE CONTENTS

UNIT I	<p>⇒ International financial environment: Why study international finance, finance function in global context.</p> <p>⇒ International monetary system: Introduction, exchange rate regimes, international monetary fund (IMF), international liquidity and special drawing rights, economic and monetary union (EMU).</p>
UNIT II	<p>⇒ The foreign exchange market: Structure, types of transactions, and settlement dates, spot rate quotations, mechanics of interbank trading, arbitrage in spot market (two point and three point arbitrage).</p> <p>⇒ Forward quotations: Outright forward quotations, discounts and premium in forward market, option forward, short date and broken date forward contracts, forecasting foreign exchange rate.</p> <p>⇒ Exchange rate determination: Purchasing power parity theory, Interest rate parity (Covered and uncovered interest parity), international Fischer effect.</p>
UNIT III	<p>⇒ Currency forward and futures contract: Introduction, major features, futures trading process, future price quotations, hedging an exposure with futures, speculation with currency futures (open position trading, spread trading).</p> <p>⇒ Currency options: Introduction, option terminology, price quotations, option terminology, elementary option strategies, using option for hedging, valuation of options.</p>
UNIT IV	<p>⇒ Introduction to currency and interest rate swaps, interest rate futures and interest rate options. Greeks.</p> <p>⇒ Nature and management of exposure and risk: Introduction, nature of exposure and risk, risk management process, classification of foreign exchange exposure and risk</p>
UNIT V	<p>⇒ Measurement of exposure and risk: Price and quantity effects of exchange rate changes, assessing operating exposure (Scenario approach, coping with operating exposure).</p> <p>⇒ Managing transaction exposure: Internal hedging strategies (leading, lagging, netting and matching).</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Prakash G. Apte; International Financial Management, Tata McGraw-Hill Publishing Company Ltd., NeDelhi, 2002.
- Bhattacharya, Working Capital Management—Strategies and Techniques, 2nd ed., ISBN: 978-81-203-3636-0, PHI

REFERENCE BOOKS

- Maurice D. Levi, International Finance, McGraw-Hill Inc., New York, Third Edition, 1996
- Cheol S. Eun and Bruce G. Resnik, International Financial Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, Second Edition, 2002
- Johns Evans, International Finance, The Dryden Press, New York, 1992.
- Alan C Shapiro, Multinational Financial Management, John Wiley & Sons, Inc., New York, Sixth Edition, 2001.
- O' Brien, International Finance, 2/E, ISBN: 9780195690231, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576443(76): BUSINESS ANALYSIS AND VALUATION (New)

ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to provide a student an in-depth knowledge of the analysis and valuation of a business enterprise.

COURSE CONTENTS

UNIT I	⇒ Framework for business analysis and valuation using financial statements ⇒ Strategy and competitive analysis ⇒ Accounting analysis ⇒ Implementing accounting analysis
UNIT II	⇒ Financial analysis ⇒ Prospective analysis ⇒ Prospective analysis: business valuation – approaches and methods
UNIT III	⇒ Equity security analysis ⇒ Credit analysis and distress prediction
UNIT IV	⇒ Business restructuring: mergers and acquisition ⇒ Corporate financing and rewarding policies
UNIT V	⇒ Real option valuation

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Palepu, Healy & Bernard, Business Analysis & Valuation - Using Financial Statements, Text & Cases, Cengage Learning Publisher, Third Edition

REFERENCE BOOKS

- Damodaran A, Damodaran on Valuation

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576444(76): PROJECT PLANNING AND ANALYSIS (New)

ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

Projects are non-recurring activities requiring a different set of skill for planning as compared to regular and operative activities. The course is aimed at developing the understanding of project activities and relevant skills.

COURSE CONTENTS

UNIT I	⇒ Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification
UNIT II	⇒ Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis-Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment.
UNIT III	⇒ Project Costing and Finance: Cost of project; Cost of production; Break even Analysis; Means of Financing Project; Tax Aspects in Project Finance; Role of Financial Institution in Project Finance.
UNIT IV	⇒ Project Appraisal: Time Value of Money; Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection. ⇒ Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.
UNIT V	⇒ Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float times; Crashing of Activities; Contraction of Network for Cost Optimization, Updating; Cost Analysis of Resources Allocation. Basic knowledge of the leading softwares for Project Planning and Analysis.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Khatua, Project Management and Appraisal, ISBN: 9780198066903, Oxford University Press

SUGGESTED READINGS

- Bhavesh, M. Patel (2000): Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
- Chandra, P. (6th ed., 2007): Projects. Tata McGraw Hill.
- Wysocki, Robert K., Bick Robert and Crane David B. (2000): Effective Project Management. John Wiley and Sons, USA.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576445(76): BANKING AND INSURANCE (New)

ELECTIVE DISCIPLINE: FINANCE MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to make students understand various banking institutions and insurance policies and products in the market. The student will also learn various issues involved in these sectors.

COURSE CONTENTS

UNIT I	<p>⇒ Overview of Indian financial systems and markets: Constituents and functioning, developments since 1991, recent trends, various financial intermediaries.</p> <p>⇒ Reserve bank of India (RBI): Role, functioning, regulation of money and credit, monetary and fiscal policies.</p> <p>⇒ Overview of financial services: Introduction, nature, scope and uses, regulatory framework in financial services.</p>
UNIT II	<p>⇒ Life Insurance: Concept and significance, insurance terminology (term insurance endowment, pensions, and annuities), various insurance schemes (life and non life), general principles of insurance, insurance application and acceptance procedure.</p> <p>⇒ Insurance Pricing; Governmental Regulation of Insurance.</p>
UNIT III	<p>⇒ General Insurance: Principles, products (Fire, Marine, Motor vehicles, public liability, third party insurance, medi-claim and health policies, group insurance, burglary insurance).</p>
UNIT IV	<p>⇒ Banking industry: Banking structure in India, Commercial, rural and cooperative banks (Role and significance), capital adequacy norms for banks, SLR, CRR, CAR.</p> <p>⇒ Recent development: Universal banking, E-Banking, mobile banking.</p> <p>⇒ Analyzing bank performance: Commercial banks' balance sheet and income statement, return on equity model, important ratios used in balance sheet, CAMELS rating.</p>
UNIT V	<p>⇒ Basic issues in banking: Non-performing Assets (Debt Securitization and forfeiting, Methods of recovery), factoring for failing and bill discounting.</p> <p>⇒ Merchant Banking Services: Managing of issues shares and bonds, Mobilising of fixed deposits, inter-corporate loans, venture capital.</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Rejda, G.E., "Principles of Risk Management and Insurance", Pearson Education, 2009, 10th ed (or Latest ed. Available in India.)
- Harrington scott E.& Niehaus Gregory "Risk Management and Insurance" Tata McGraw-Hill, Second ed.2004
- Mishkin, Frederic S and Stanley G Eakins, "Financial Markets and Institutions, Pearson Education, Fifth Edition, 2006.
- Gomez, Banking and Finance: Theory, Law and Practice, ISBN: 978-81-203-4237-8, PHI

REFERENCE BOOKS

- Paul Jastin and Padmalatha Suresh, "Management of Banking and Financial Services", Pearson Education, First Edition, 2007.

- Mishkin Frederic S, "The Economics of Money, Banking and Financial Markets", Pearson Education (AW), Seventh Edition, 2004.
- H.J. Johnson, Financial Institutions & Markets: A Global Perspective; McGraw Hill, 1993 (Int. edition.)
- Jadhav Narendra, Challenges to Indian Banking: Competition, Globalisation & Financial Markets, (Union Bank of India, 1996, Macmillan India Ltd., 1996.
- Vaughan E.J & T. Vaughan : "Fundamentals of Risk & Insurance" John Wiley & Sons(Asia) Ninth ed.2003
- Williams, Jr, M.L.Smith & Peter G. Young "Risk Management and Insurance" Mc Graw-Hill International, Eighth ed.1998.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576446(76): OPERATIONS RESEARCH FOR FINANCE AND RISK ANALYSIS
(New) ELECTIVE DISCIPLINE: FINANCE MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The aim of this paper is to enable students understand the concept of financial maths, application of maths in finance, usefulness of financial maths for taking investment decisions, different techniques of operation research.

COURSE CONTENTS

UNIT I	⇒ Foundations of Financial Mathematics: Financial Operations. Profitability.; Capitalization and Discount Laws ; Interest Rates; Capital Budgeting; Financial streams; Applications to the financial markets
UNIT II	⇒ Econometric Foundations Applied to Finance I: Descriptive analysis of financial information; Univariate analysis; Two-variate analysis; Portfolio
UNIT III	⇒ Econometric Foundations Applied to Finance II: Probability and random variables; Single variable probability models; Multivariate Models; Estimation; Hypothesis Testing
UNIT IV	⇒ Econometrics Applied to Finance: Linear Regression Analysis; Stochastic Processes; The parametric VaR; Monte Carlo Simulations
UNIT V	⇒ Case Study: Analysis of the influence of macroeconomic factors on relevant financial variables through the application of linear econometric models

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Srinivasan, Operations Research: Principles and Applications, 2nd ed., ISBN: 978-81-203-4208-8, PHI
- Dorfman, Introduction to Risk Management and Insurance, 9th ed., ISBN: 978-81-203-3913-2, PHI

SUGGESTED READINGS

- James A Fitzsimmons & Mona J. Fitzsimmons, Service Management – Operations, Strategy and Information Technology, 3rd ed. Tata McGraw Hill, 2006.
- Haksever, Service Management and Operations, Pearson Education, 2nd ed., 2004.
- R B Chase, N J Aquilano, F R Jacobs, Operations Management – Manufacturing and Services, Tata McGraw Hill, 11th ed., 2007.
- J M Nicholas, Competitive Manufacturing Management, Tata McGraw Hill, 2001.
- J.G. Monks, Schcum’s outline of theory and problems of operations management, 2nd ed., Tata McGraw-Hill, 1996.
- Richard L Francis, Leon F McGinnis & John A White, Facility Layout and Location: An Analytical Approach, 2nd ed., Prentice Hall of India, 2002.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576451(76): INDUSTRIAL RELATIONS (New)
ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

COURSE CONTENTS

UNIT I	⇒ Industrial Relations:-Meaning and Objectives, Importance and approaches to Industrial Relations, Developing sound I industrial Relations, Ethical Approaches to Industrial Relations. Procedure, Emergence and objectives of Labor laws and socio –economic environment.
UNIT II	⇒ Workers participation in Management: Meaning, objectives, Essential Conditions, forms, Reasons for limited success and suggestions for improvement, WPM in India, Collective Bargaining: Meaning, Functions, Process and Prerequisites.
UNIT III	⇒ Grievance: Definition, and Grievance Handling, Disciplinary procedures- Meaning, Need and Procedure.
UNIT IV	⇒ Law relating to Employee benefit-,Factories Act 1948, Employee State Insurance Act, Payment of Gratuity Act, Maternity Benefit act, Child Labor Abolition Act.
UNIT V	⇒ Industrial Relation act, Industrial Dispute Act, Employment Standing Order Act. Trade Union Act.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Arun Monappa, "Industrial Relations", Tata McGraw Hill.
- P.R.N. Sinha & Indu Bala Sinha,"Industrial Relations, Trade Unions, and Labor Legislation", Pearson Education
- M.Y. Pylee and George Simon, "Industrial Relations and Personnel Management", New Delhi, Vikas Publishing House.

REFERENCE BOOKS

- Venkata Ratnam C.S., Industrial Relations , OUP , 2006
- Ratna Sen, Industrial Relations, Text and Cases, 2e, Macmillan, 2010
- S C Srivastava, Industrial Relations & Labour Laws, Vikas Publishers, 2003.
- Paul Banfield & Rebecca Kay, Intro to HRM, Oxford, 2008

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576452(76): NEGOTIATION AND COUNSELLING (New)
ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students understand various concepts involved in negotiation and counseling in an organization.

COURSE CONTENTS

UNIT I	⇒ Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.
UNIT II	⇒ Negotiation Sub processes: Perception, Cognition and Emotion ⇒ Communication: What is communicated during negotiation and how people communicate in Negotiation. ⇒ Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. ⇒ Case Study on Negotiation (Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour, By Udai Pareek, Oxford, Second Edition Page 410-415).
UNIT III	⇒ International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: ⇒ Case Study on International Negotiation (Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).
UNIT IV	⇒ Emergence & Growth of Counselling: Factors contributing to the emergence, ⇒ Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory
UNIT V	⇒ Counselling Process: Steps in Counselling Process. ⇒ Modern Trends in Counselling: Trends, Role of a Counsellor and Model of Counselling.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS

- Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
- Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1st Ed.)
- Rao S.L. - Negotiation Made Simple (Excel Books, 1st Ed.)
- Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
- Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
- Welfel, Pattersonson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
- Pareek Udai - Understanding Organisational Behaviour (Oxford) – for case in Unit II.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576453(76): STRATEGIC HUMAN RESOURCE MANAGEMENT (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students to make managerial decisions on a quantitative basis during uncertainty and risk.

COURSE CONTENTS

UNIT I	⇒ Introduction to Strategic HRM: Definition, need and importance; Introduction to business and corporate strategies; Integrating HR strategies with business strategies; Developing HR plans and policies. ⇒ Human Resource Environment: Technology and structure; Workforce diversity; Demographic changes; Temporary and contract labour; Global environment; Global competition; Global sourcing of labour; WTO and labour standards
UNIT II	⇒ RECRUITMENT AND RETENTION STRATEGIES: Online recruitment; Employee referrals; Recruitment process outsourcing Head hunting; Executive education; Flexi timing; Telecommuting, Quality of work life; Work – life balance; Employee empowerment, Employee involvement; Autonomous work teams
UNIT III	⇒ TRAINING AND DEVELOPMENT STRATEGIES: Creating a learning organization; Competency mapping; Multi-Skilling Succession planning; Cross cultural training
UNIT IV	⇒ PERFORMANCE MANAGEMENT STRATEGIES: Defining key result areas (KRA); Result based performance Linking performance to pay; Merit based promotions. ⇒ REWARD AND COMPENSATION STRATEGIES: Performance based pay; Skill based pay; Team based pay Broad banding; Profit sharing; Executive Compensation; Variable pay
UNIT V	⇒ RETRENCHMENT STRATEGIES: Downsizing; Voluntary retirement schemes (VRS) HR outsourcing; Early retirement plans; Project based employment

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
- Strategic HRM – Charles Greer, Pearson education Asia, New Delhi
- Strategic HRM – Michael Armstrong, Kogan page, London
- Strategic HRM – Agarwal, ISBN: 9780195683592, Oxford University Press, New Delhi
- Human resource management – Garry Dessler, PHI, New Delhi
- Pullok Das, Strategic HR, Cengage

REFERENCES

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
- Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576454(76): INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint students with historical background and future prospects of Industrial and Organizational Psychology; role of job analysis in preparation for personnel selection; the process and methods of personnel selection; Significance and methods of training and development; Sources, uses and methods of performance evaluation; Different approaches to motivation and Basic leader skills and models of leadership

COURSE CONTENTS

UNIT I	⇒ Nature and Scope of Industrial and Organizational (I/O) Psychology: I/O psychology (Meaning, subject matter and functions of industrial psychology); Development of I/O Psychology.
UNIT II	⇒ Personnel Selection: Determining Job requirements (Uses and type of job information and job analysis); Recruiting job applicants; Personal history assessment (Standard application blanks, bio data items, resume and letter of reference); Assessment of current behavior (Interviews, psychological testing and assessment centers)
UNIT III	⇒ Employee Training and Development: Training needs assessment, training design, techniques for training and skill, training program evaluation ⇒ Evaluating Job performance: Uses of performance evaluation (Downsizing, fair employment, employment-at-will and seniority); Sources of evaluation (The evaluator and performance information); Appraisal rating systems (Graphics rating scales and rating errors); Non-rating evaluation methods (Checklist and comparison methods)
UNIT IV	⇒ Motivation: What is work motivation; Need theories (McClelland, Herzberg); Cognitive Theories (Goal Setting theory, Self-efficacy theory); Using motivation theory at work. ⇒ Job Satisfaction: Job satisfaction as an attitude; Components of job satisfaction (Satisfaction with work, with pay and with supervision); Measuring job satisfaction (Job descriptive Index, Need Satisfaction Questionnaire, Faces Scale); Relationship of job satisfaction to productivity and withdrawal behavior.
UNIT V	⇒ Leadership: Meaning, nature and styles; Approaches to leadership (Human relations, Theory X and Theory Y); Fiedler's Contingency Model; Specific leader skills (Leadership through power, leadership through vision-Transactional and transformational, leadership through persuasion).

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS

- Berry, L.M. (1998), reprint 2010. Psychology at work: An introduction to Industrial and Organizational Psychology. N.Y.: McGraw-Hill International Editions.
- Aamodt, M.G. (2007). Industrial and organizational psychology: An applied approach. US: Thomson & Wadsworth.
- Schultz, D. and Schultz, S. E. (2006). Psychology and work today. 8th ed. N.D.: Pearson Edu.
- Robbins, S.P.; Judge, T.A.; and Sanghi, A. (2009). Organizational behaviour. N.D.: Pearson Prentice Hall.
- Miner, J.B. (1992). Industrial-Organizational Psychology. N.Y.: McGraw-Hill
- Luthans, F. (1995). Organizational behavior (7th ed). New York: McGraw- Hill, inc.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576455(76): EMERGING ISSUES IN HR MANAGEMENT (New)

ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint students with the latest issues in human resource management.

COURSE CONTENTS

UNIT I	⇒ Changing Environment Human Resource Management, Changing Role of HRM, New practice in International Human Resource Management, Perspective of International HRM.
UNIT II	⇒ Managing Human Resource in Virtual Organization: Types of Virtual Organizations, Difference between traditional and virtual organization, Advantages and disadvantages. Human Resource Audit-components, process, benefits and scope in Globalization.
UNIT III	⇒ Human Resource Accounting- Meaning and Objectives, Advantages, Limitations, Methods of Valuation of Human Resource, Controlling Cost of Human Resources.
UNIT IV	⇒ Human Resource Information System-Need for HRIS, Advantages of HRIS, Uses of HRIS, designing of HRIS, Computerized HRIS, Limitations of HRIS.
UNIT V	⇒ Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices, Flexi Work and Benefit to Organization, Induction Programme and its importance in Globalized Era.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

REFERENCES

- Luis R, Gomez Mejia, Managing Human Resource, Pearson Education
- Michel V P, Human Resource Management & Relation, Himalaya Publication
- Punnett, International Perspectives on Organizational Behavior and Human Resource Management, ISBN: 978-81-203-2615-6, PHI
- Rao T V, HRD Instruments, Response Books, New Delhi
- Subba Rao P, Essential of HRM and Industrial Relation, Himalaya Publication
- Wayne Mondy, Human Resource Management, Pearson Education
- Rao T V, HR Audit, Response Books, New Delhi
- Bhattacharya S K, Achieving Managerial Excellence, McMillan India, New Delhi
- Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya
- McNurlim, Information Systems management in Practice, Pearson Education.
- Khanka, S.S. Human Resource Management, S. Chand Publications

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576456(76): INTERPERSONAL PROCESSES AND COUNSELLING SKILLS FOR MANAGERS (New) ELECTIVE DISCIPLINE: HUMAN RESOURCES MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint students with the latest issues in human resource management.

COURSE CONTENTS

UNIT I	<p>⇒ Managerial Process: Nature of Management , functions of managers , leadership and managerial effectiveness, Managerial conflict .</p> <p>⇒ Interpersonal Process: Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style.</p>
UNIT II	<p>⇒ Group Process: An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group , group behavior .</p> <p>⇒ Group Dynamics: Managing group and inter-group dynamics, group cohesiveness, Managerial roles in group decision making process.</p>
UNIT III	<p>⇒ Introduction to Counseling, Definition & Need, Counseling, Psychotherapy and Instruction, Approaches to Counseling, Goals of Counseling, Counseling Process.</p> <p>⇒ Counseling Procedures: The Counseling Environment, Intake, Referral procedures, Guidelines for effective counseling, Advanced skills in Counseling, Action strategies.</p>
UNIT IV	<p>⇒ Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor' Qualities, Core conditions of Counseling. Role of Conflict in Counseling: Values of counseling, Counseling service, Manager counselor.</p> <p>⇒ Organisational Application of Counseling Skills. Change management, Downsizing, Mentoring, Team Management / Conflict Resolution, Crisis / Trauma.</p>
UNIT V	<p>⇒ Problem Subordinates: Identifying problem subordinates, Types of problem subordinates, Dealing with problem subordinates.</p> <p>⇒ Ethics in Counseling: Ethical Principles, Common Ethical Violations.</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

REFERENCES

- Rao T V, HRD Instruments, Response Books, New Delhi
- Rao T V, HR Audit, Response Books, New Delhi
- Bhattacharya S K, Achieving Managerial Excellence, McMillan India, New Delhi
- Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya
- Arthur, Recruiting, Interviewing, Selecting and Orienting New Employees, 4th ed., ISBN: 978-81-203-3131-0, PHI
- Luis R, Gomez Mejia, Managing Human Resource, Pearson Education
- Michel V P, Human Resource Management & Relation, Himalaya Publication
- Subba Rao P, Essential of HRM and Industrial Relation, Himalaya Publication
- Wayne Mondy, Human Resource Management, Pearson Education
- McNurlim , Information Systems management in Practice, Pearson Education.
- Khanka, S.S. Human Resource Management, S. Chand Publications

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576461(76): BUSINESS PROCESS RE-ENGINEERING AND ERP (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students understand the process of business re-engineering and planning and implementation of advanced enterprise-wide resource planning systems.

COURSE CONTENTS

UNIT I	⇒ Introduction to BPR; BPR life cycle methodology; BPR principles and competitive advantage; Business functions, processes and data requirements; BPR Teams; BPR implementation and change management.
UNIT II	⇒ Introduction to ERP; ERP evolution and introduction to enabling technologies: SCM, MES, CRM, DWM etc.; Business modeling for ERP Implementation; Role of consultants, vendors and users; Post implementation evaluation: Benefits, risk and costs.
UNIT III	⇒ ERP integration with functional areas of organization: Supply chain, Customer relationship management, Human resource management, Electronic commerce, finance, marketing, production and forecasting.
UNIT IV	⇒ ERP Application in various businesses: Manufacturing, services, E- Governance
UNIT V	⇒ ERP domains and solution providers: SAP, ORACLE, SARA.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Garg, V. K. and Venkita Krishna N. K., "ERP Concepts and Practice", PHI Publication.
- Alexis Leon, ERP Demystified.

REFERENCE BOOKS

- Rahul Altekar, Enterprise Resource Planning, PHI
- D.S. Linthicum, "Enterprise Application Integration", Pearson Education
- Dey, Business Process Reengineering and Change Management, John Wiley and Sons.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576462(76): IT ENABLED SERVICES MANAGEMENT (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint the student with various Internet security and cyber laws.

COURSE CONTENTS

UNIT I	⇒ Service: A Conceptual Framework, Strategic Planning for Services, Services Marketing Mix, Customer Behavior and Services, STP Strategies in Service Marketing, Service Delivery Process
UNIT II	⇒ Information Technology and Service Management, IT Enabled Services: Strategic Framework.
UNIT III	⇒ Overview of IT Enabled Service: Call Centre, Medical Transcription, Data Processing and Back Office Operation, Web Enabled Education, Content Development and Multimedia Animation, GIS Services. Ventures in IT Enabled Services and Business Process Outsourcing.
UNIT IV	⇒ IT Enabled Services: Banking, Insurance. IT Enabled Customer Interaction Services, Call Centre. IT Services: Enterprises Wide Integration, Networking Services, Database Management Services, IT Consulting Services.
UNIT V	⇒ Measuring Service Quality and Satisfaction, Customer Relationship Management, Web Enabled Services, Health Care Services, Travel and Tourism Services, Hospitality Services, Telecom Services, Transportation Services, Infrastructure Services.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS

- Services Marketing: Integrating customer focus across the firm. Valarie A Zeithaml, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit, 2008. Tata Mc Graw Hill
- Information Technology Enabled Customer Service. Edited by Tapio Reponen, 2002, Idea Group Publishing, 978-1591400486.
- Effective IT Service Management, Rob Addy, Springer, 2007
- IT Service Management-An Introduction, Jan Van Bon, Georges Kemmerling, Dick Pondman, ItSMF-Canada, 2002, ISBN 9789080671348.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576463(76): INTERNET SECURITY AND CYBER LAWS (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint the student with various Internet security and cyber laws.

COURSE CONTENTS

UNIT I	⇒ Examination of issues related to network and information security
UNIT II	⇒ Security concepts ⇒ Security attacks and risks ⇒ Security architectures
UNIT III	⇒ Security policy management ⇒ Security mechanisms
UNIT IV	⇒ Cryptography algorithms ⇒ Security standards
UNIT V	⇒ Security system interoperation ⇒ Case studies of the current major security systems

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Sharma Saurabh, Information security & cyber Law, Vikas Publication House Pvt Ltd
- Sood, Cyber Law Simplified, TMH, 2001
- Pavan Duggal, Cyberlaw - The Indian Perspective, 2009 With IT ACT Amendments 2008
- David Baumer, J. Poindexter, Cyberlaw and e-commerce

SUGGESTED READINGS

- Rodney D. Ryder, Guide to Cyber Laws, 2007, 3rd Edition, Jain Book Depot
- Na Vijayashankar, Cyber Laws for Every Netizen in India (Version 2004), Naavi. org
- Rosenoer, Cyberlaw: The Law of the Internet, Springer-Verlag New York Inc
- Na Vijayashankar. Naavi.org, Cyber Laws in India. ITA 2000 and Beyond
- Vakul Sharma, Handbook of Cyber Laws: For Every Netizen 2002, Mc Millan
- Oberoi, Sundeep, e-Security And You , Electronic Authentication And Information Systems Security , Tata McGraw Hill
- Yatindra Singh Justice, Cyber Laws, 4th Edn., Universal Law Publishing
- P.M. Bakshi, Handbook of Cyber and E-Commerce Laws, Bharat Law House Pvt. Ltd.
- Mark Merkow, James Breithaupt, Information Security: Principles and Practices , Prentice Hall
- Steven Furnell, Computer Insecurity, Springer India Pvt Ltd.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576464(76): DATA WAREHOUSING AND DATA MINING (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to introduce the students with the application of systems designed to manage the data resources of organizations and the various techniques involved in mining these data resources.

COURSE CONTENTS

UNIT I	⇒ Introduction to data mining and data warehousing, Business perspective to data mining, data types, visualizing and exploring data, relational databases, transactional databases. Data mining techniques: Association analysis, classification, prediction, cluster analysis, outlier analysis, major issues in data mining.
UNIT II	⇒ Data warehouse environment: Architecture, modeling of data warehouse, multidimensional Data Modeling, OLAP servers, Metadata repository, data warehouse backend tools and utility, data warehouse usage, OLAP operations. Case study of data warehousing for a Grocery store.
UNIT III	⇒ Data preprocessing, data cleaning, data integration and transformation, data reduction, discrimination and Concept hierarchy generation.
UNIT IV	⇒ Association rule mining, Market basket analysis, a priori Algorithm for mining single dimensional association rule, classification, decision tree classification (ID3 algorithm), Bayesian classification, Cluster analysis, partitioning methods.
UNIT V	⇒ Applications and trends of Data Mining and data warehousing in business, Examples of commercial data mining systems, Overview of Text Mining, Web mining, multimedia mining, spatial mining. Business Intelligence.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Jiawei Han, “ Data Mining Concepts and Techniques” , ELSEVIER Publication
- Pujary, Arun K., “Data Mining Techniques,” University Press.
- Soman , Diwakar & Ajoy, “ Insight into Data Mining” , Prectice Hall of India PHI
- Thareja, Data Warehousing, ISBN: 9780195699616, Oxford University Press
- Pudi, Data Mining, ISBN: 9780195686289, Oxford University Press

REFERENCE BOOKS

- Prabhu, Data Warehousing: Concepts, Techniques, Products and Applications, 3rd ed., ISBN: 978-81-203-3627-8, PHI
- M.H.Dunham, “Data mining” , Pearson Education
- Hand , Manila, Smyth Principals of Data mining- (MIT Press- PHI)
- Michael J.A. Berry and Gordan Linoff “ Data Mining techniques for Marketing , sales and Customer Support” , John Wiley
- P. Adriaans, “Data Mining” , Pearson Education

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576465(76): INTERNET MARKETING (New)
ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to acquaint the student with latest Internet marketing tools and help them implement these tools.

COURSE CONTENTS

UNIT I	⇒ Introduction to Internet Marketing ⇒ Internet fundamentals: Operations, Management, the Web, and Wireless
UNIT II	⇒ Consumers and Online Behaviour ⇒ Marketing Strategy in the Internet Marketing ⇒ International Environment of the Internet Marketing
UNIT III	⇒ Data Management: Database, Data Warehousing, and Data Mining ⇒ The Internet Marketing Plan
UNIT IV	⇒ Internet Marketing Mix (Product, Price, Place, Promotion)
UNIT V	⇒ Marketing Site Development: Contents, Design and Construction ⇒ Design in the Internet Marketing

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Strauss & Frost, E-Marketing, 5th ed., ISBN: 978-81-203-3821-0, PHI

SUGGESTED READINGS

- Siegel, C. (2006). Internet Marketing: Foundations and Applications (2nd ed.), Houghton Mifflin
- Afuah, Allan, and Christopher L. Tucci (2003) Internet Business Models and Strategies: Text and Cases, 2nd Edition, The McGraw Hill Companies, Inc. ISBN 0-07-251166-4
- Profits and the Internet: Seven Misconceptions, MIT Sloan Management Review, Summer 2001.
- Contextual Marketing: The Real Business of the Internet, Harvard Business Review, November-December 2000.
- E-Business: What's the Right Model? InformationWeek Research Reports
- Customers as Innovators, Harvard Business Review, April 2002
- A Dashboard for Online Pricing, California Management Review, Fall 2007.
- Should You Invest in the Long Tail? Harvard Business Review, July-August 2008.
- Get the Right Mix of Bricks and Clicks, Harvard Business Review, May-June 2000.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576466(76): WIRELESS TECHNOLOGIES AND CONVERGENCE (New)

ELECTIVE DISCIPLINE: SYSTEMS MANAGEMENT

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to understand wireless technologies, policies and their implementation in the industry.

COURSE CONTENTS

UNIT I	⇒ Introduction to VoIP: Transition to Digital, Codes and Bits, Speed and Capacity, Improving utilization, Interoperability, Types of Networks.
UNIT II	⇒ VoIP System, Circuit Switched PBXs and Cabling: Telephone Systems, IP PBXx for Enterprise, Advanced Applications for Telephone Systems, ACD, Fiber and Unshielded Twisted Pair Copper.
UNIT III	⇒ Industry Overview and Public Networks: Telecommunications Act 1996, State of the Industry, CLECs, Intermodal Competition, Regulatory Issues, VoIP, Public Switched Telephone Network, Signaling, VPNs and Specialized Network Services.
UNIT IV	⇒ Advanced Technologies, Cable TV Networks, and the Internet: MSOs, Direct Broadcast Satellite TV, PON, Internet, Spam, Portals, Search Engines, and E-Commerce, Intranets and Extranets.
UNIT V	⇒ Wireless Service: Mobile Services, Development of Cellular Networks, Spectrum and Rights to Airwaves, Mobile Carriers, Second Generation Mobile Networks, Third Generation Packet Networks, Mobile Commerce, Satellites, Paging, WLANs, Broadband Wireless Access, PANs, Sensor Networks.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

SUGGESTED READINGS

- Annabel Z. Dodd : The Essential Guide to Telecommunications(Covers Wireless Technologies and Convergence) by Pearson Education.
- SavoGlisic, Beatriz Lorenzo: Advanced Wireless Networks(Cognitive, Cooperative and Opportunistic4G Technology) by WILEY.
- Bruce A. Fette, Alan Bensky, Praphul Chandra, Daniel Mark Dobkin: RF& Wireless Technologies, Elsevier Publishers
- Alex Shneyderman, AlessioCasati: Fixed Mobile Convergence, McGrawHill Communications

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576471(76): SUPPLY CHAIN MANAGEMENT (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to explain basic theory and techniques of logistics to examine the issues and problems associated with supply chain and to understand its role in improving enterprise effectiveness and competitiveness.

COURSE CONTENTS

UNIT I	⇒ Definition of SCM and how it works, goal of SCM and its impact on a firm's success, key decision phases, strategic fit ⇒ Supply chain drivers and obstacles, designing the distribution network in the supply chain, network design in uncertain environment
UNIT II	⇒ Demand forecasting in supply chain, aggregate planning, managing predictable variability
UNIT III	⇒ Managing economies of scale in the supply chain including, cycle inventory, managing uncertainty in the supply chain including, safety inventory, determining optimal level of product availability
UNIT IV	⇒ Sourcing decisions in a supply chain, transportation, pricing and revenue management
UNIT V	⇒ Coordination in the supply chain, application of information technology and E-business ⇒ Value stream mapping, measuring performance in the supply chain

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Sunil Chopra, Peter Meindl and D V Kalra, "Supply Chain Management", Pearson Education, India, 2007.

REFERENCE BOOKS

- Donald J. Bowersox, David J. Closs, and M. Bixby Cooper "Supply Chain Logistics Management", Second Edition, Tata McGraw-Hill.
- Boyer, Frohlich & Hult, Extending the Supply Chain: How Cutting-Edge Companies Bridge the Critical Last Mile into Customers' Homes, ISBN: 978-81-203-3753-4, PHI
- Douglas M Lambert and James R. Stock, "Strategic Logistics Management 4e", McGraw-Hill, 2001.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576472(76): PROJECT PLANNING, EVALUATION & MANAGEMENT (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students understand and develop project level plans as well as the risk and uncertainty involved in such planning.

COURSE CONTENTS

UNIT I	⇒ Overview ⇒ Generation and screening of project ideas
UNIT II	⇒ Market and demand analysis ⇒ Technical analysis
UNIT III	⇒ Financial estimates and projections ⇒ Time value of money
UNIT IV	⇒ Investment criteria ⇒ Cost of capital ⇒ Project risk analysis
UNIT V	⇒ Social cost benefit analysis ⇒ Multiple projects and constraints ⇒ Valuation of real options

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Chandra, Prasanna, 'Projects: Preparation, Appraisal, Budgeting and Implementation', Tata MC Graw Hill, New Delhi
- Grey and Lawson, 'Project Management', Tata McGraw Hill
- Khatua, Project Management and Appraisal, ISBN: 9780198066903, Oxford University Press

REFERENCE BOOKS

- Krajewski, Ritzman and Malhotra, 'Operations Management' Process and Value Chains', Tata McGraw hill
- Bedi, 'Productions and Operations Management', Oxford University Press (India)

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576473(76): SIX SIGMA (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand defect eliminating practices in manufacturing.

COURSE CONTENTS

UNIT I	⇒ What is Six Sigma? ⇒ Why do Six Sigma?
UNIT II	⇒ Setting Business Metrics ⇒ Implementing Six Sigma
UNIT III	⇒ Roles and Responsibilities ⇒ The Core of Six Sigma
UNIT IV	⇒ Quick Overview of Six Sigma Tools ⇒ Selecting Six Sigma Projects
UNIT V	⇒ How to Sustain Six Sigma

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Praveen Gupta, Six Sigma Business Scorecard, Tata McGraw Hill, 2007, ISBN 9780070658943.
- TM Kubaik, Donald W. Benbow. The Certified Six Sigma Black Belt Handbook, 2e, Pearson Education, 2009, ISBN 9788131728697.
- Clyde M. Creveling, Jeffrey Lee Slutsky, David Antis. Design for Six Sigma in Technology and Product development, 1e, Pearson Education, 2006, ISBN 9788131704844.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576474(76): PUSH AND PULL BASED MANUFACTURING SYSTEMS (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students understand the concepts of PUSH (MRPIII) and PULL (JIT/Lean) methods of Planning and Control of manufacturing systems.

COURSE CONTENTS

UNIT I	⇒ Introduction to Manufacturing Planning and Control
UNIT II	⇒ Just-In-Time (JIT/lean) PULL Manufacturing and its elements: Waste elimination; Lean manufacturing; Value chain; Set-up time and batch reduction; Levelled/mixed scheduling; Group technology; Cellular and flexible manufacturing systems; Kanban control; Continuous improvement; Preventative maintenance and supplier management.
UNIT III	⇒ Introduction to Manufacturing Resource Planning (MRPII) PUSH systems: Bill of Materials (BOM); Master Production Schedule (MPS); Materials Requirements Planning (MRP); Rough Cut Capacity Planning (RCCP);
UNIT IV	⇒ Capacity Requirements Planning (CRP); Order Release and Scheduling (OR/OS); Work In Progress (WIP); Purchasing, forecasting and traditional inventory control methods.
UNIT V	⇒ MRP II and JIT comparisons: Hybrid JIT/MTPII systems; Conflicting and complementary areas; Implementation issues of JIT/MRPII.

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Just-in-time manufacturing: an introduction By T. C. Edwin Cheng, Susan Podolsky, P. Jarvis, Chapman and Hall, 1996
- Agile Product Development for Mass Customization: How to Develop and Deliver Products for Mass Customization, Niche Markets, JIT, Build-To-Order and Flexible Manufacturing, David Anderson, 1988, ISBN: 9780786311750.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576475(76): QUALITY MANAGEMENT SYSTEMS (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the philosophy and role of quality management in an industrial environment

COURSE CONTENTS

UNIT I	⇒ The Quality System: Introduction to Quality; Quality in Production and Service Systems; The Economics of Quality ⇒ Total Quality in Organizations: Quality as a Management Framework; Quality and Competitive Advantage ; Planning for Quality Assurance; Organizing for Quality; Controlling for Quality; Quality Improvement and Problem Solving; Human Resource Management for Quality; Employee Involvement and Participative Management
UNIT II	⇒ Philosophies and Frameworks: The Deming, Juran, Crosby and other Quality Philosophies: Quality Management and Awards : ISO 9000:2000 ; Six Sigma. ⇒ Leadership and Strategic Planning: Leadership Theory and Practice; The Seven Management and Planning Tools
UNIT III	⇒ Process Management: Process Improvement; Process Control; Designing Processes for Quality
UNIT IV	⇒ Performance Measurement and Strategic Information Management : The Scope of Performance Measurement ; The Cost of Quality ; Measuring the Return on Quality
UNIT V	⇒ Building And Sustaining Total Quality Organizations: Organizational Culture and Total Quality ⇒ Change Management; Sustaining the Quality Organization; Self-Assessment Processes

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Evans, James, R. "The Management and control of Quality," 5 edition, © 2002 South-Western/Thomson Learning.
- Walter Willborn, Edwin Cheng. Global Management of Quality Assurance Systems, Tata McgrawHill, ISBN: 9780071137751.
- Dale H. Besterfield, Carol, Mary, Glen H. Besterfield. "Total Quality management, 3e, Pearson education. ISBN: 9788177584127.
- Jankiraman and Gopal. Total Quality Management: Text and Cases. Prentice Hall of India, 2006.
- Bedi, Quality Management, ISBN: 9780195677959, Oxford University Press

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576476(76): MANUFACTURING STRATEGY (New)
ELECTIVE DISCIPLINE: PRODUCTION AND OPERATIONS MANAGEMENT
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

The objective of this paper is to enable students understand various cost effective strategies of production and manufacturing.

COURSE CONTENTS

UNIT I	⇒ Corporate strategy; ⇒ Missing links in manufacturing strategy ⇒ Audit approach; Restructuring
UNIT II	⇒ Strategy formulation process in practice ⇒ Operating strategies ⇒ Methodology framework
UNIT III	⇒ Lean production ⇒ Competitive priorities ⇒ Strategic value of response time and product variety
UNIT IV	⇒ Flexibility in context of manufacturing strategy ⇒ Manufacturing focus ⇒ Business process reengineering ⇒ Theory of constraints
UNIT V	⇒ Link between strategy and organizational culture ⇒ Evolution of manufacturing systems ⇒ Operations management strategic perspective

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Christopher A. Voss, Manufacturing strategy; process and control, Chapman & Hall
- Terry Hill, Manufacturing Strategy; text and cases, Macmillan
- Terry Hill, Manufacturing strategy: the strategic management of the manufacturing function, Macmillan, 1993
- Danny Samson, Manufacturing and operations strategy, Prentice Hall, 1991
- Garry Robert Greenhalgh, Manufacturing strategy: formulation and implementation, Addison-Wesley, 1991 - Business & Economics.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576421(76): APPLIED ELECTIVE LAB

CREDITS: 3 LECTURE SCHEME: (L-0; T-0; P-3)

The objective of this lab is to give practical exposure to students in their applied elective area. The lab work can be conducted as an industry project or a group presentation where some significant insights are generated about the elective work.

MBA SEM IV 576422(76): MAJOR PROJECT REPORT AND VIVA VOCE

CREDITS: 3 LECTURE SCHEME: (L-0; T-1; P-5)

The objective of Major Project is to enable the student to go into the detail of the approved problem(s)/topic drawn from the subjects/real problem areas taught during the entire curriculum and to determine an analytical and / or empirical based effective solution(s) keeping the given constraints and objectives in mind. This is to enhance the analytical and problem solving ability of the student. The student has to submit Major project report to the Institution/department before the completion of the IV semester and the report will be evaluated by a panel of External and Internal examiners followed by viva-voce for ESE examination.

The objective of comprehensive viva-voce is to judge the overall development of the student during the MBA Program. The viva voce shall normally cover the subjects/ areas taught in all the semesters of MBA program. The TA marks will be awarded on the basis of regularity, presentation, test and internal viva.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576481(76): HOSPITAL MANAGEMENT (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To inculcate planning, designing and management of Hospitals

COURSE CONTENTS

UNIT I	⇒ Planning the Hospital –Planning for a New Hospital- Guiding Principle in Planning Hospital Facilities and Services- Preliminary Survey- Financial Planning- Equipment Planning- Permanent Hospital organization- Planning: Early Consideration- Operational Plan and Functional Plan
UNIT II	⇒ Facility Master Plan- Design Team- Design Development Stage- Planning and Hospital Building –Building Contract and Contract Document- Furnishing and Equipping the Hospital-Purchase of Capital Equipments- Ready to Operate Stage- Before Opening the Hospital- Commissioning and Inauguration
UNIT III	⇒ Organizing of the Hospitals-Organizational Structure-Management Structure- Organizational Charts- Management of the Hospital- Introduction-Two Lines of Authority in the Hospital-Professional Management of the Hospital
UNIT IV	⇒ Recruitment and Selection –Orientation, Training and Development- Getting the Hospital to be in Readiness to Operate Professionally-Readying for the D-day-Planning and Designing Administrative Services- Executive Suite – Professional Service Unit Financial Management Unit- Hospital Information System (HIS) - Nursing Service Administrative Unit- Human Recourse Management-Public Relations Department
UNIT V	⇒ Communication Systems- Environmental Control- Solid Waste Management –Transportation – Safety and Security in the Hospital-Safety in Hospital- Security and Loss-Prevention Programme- Fire Safety- Bomb Threat-Alarm Systems-Disaster and Disaster Preparedness

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- G.D.Kunders – Hospitals – Tata McGraw Hill – 5th Edition – 2007

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576482(76): TRAVEL AND TOURISM (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the concepts involved in travel and tourism management and their application to travel and tourism management

COURSE CONTENTS

UNIT I	⇒ Tourism Concept & perspective: Tourism- Meaning and Definition, Changing facets of Tourism, Different perspectives on the study of Tourism Importance of Managerial and Economic Perspective, Definitions: Visitor, Tourist Excursionist, Incoming Tourist ,Outgoing Tourist
UNIT II	⇒ Tourism Product: Definition of Tourism Product, Characteristics of Tourism product, Forms of Tourism Product, Natural Tourism products, Man – Made Tourism Products, Symbiotic Tourism Products, Event - based Tourism Products, Site-Based Tourism Products, Other New Products
UNIT III	⇒ Tourism Development: Importance of tourism development, Rationale for tourism planning, Planning the Infrastructure, Planning the superstructure, Government’s role in tourism development or The State Approach, Approaches to Tourism Development
UNIT IV	⇒ Travel Organization (Understanding of Travel Agency and Tour Operator): Travel Agency and Tour Operation Business: Definition and differentiation, types, forms of organizations; Genesis and growth of travel agency and tour operator business , Functions of travel and tour operators
UNIT V	⇒ Approval, Travel Formalities and Tour Package Designing: Procedure for setting up of Travel Agency and Tour Operating Enterprises; Their role in development of tourism industry, Approval from Dept. of Tourism (DOT), International Air Transport Association (IATA) ⇒ Travel Formalities: Passport, Visa and Health Regulation along with travel documents required for visiting NE region of India: Restricted Area Permit (RAP) and Inner Line Permit (ILP)

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Bhatia, A.K. Tourism Development–Principles and Practices; Sterling Publishers, 2005.
- Gour, Kanjilal. Indian Tourism -Through the inner eyes. Orchid Books, 2005.
- Kamra, K.K. Basics of Tourism: Theory, Operation and Practice; Kanishka Publishers, 2006.
- Evans, James, R. “The Management and control of Quality,” 5 edition, © 2002 South-Western/Thomson Learning.
- Walter Willborn, Edwin Cheng. Global Management of Quality Assurance Systems, Tata McgrawHill, ISBN: 9780071137751.

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576483(76): TRANSPORT AND LOGISTICS (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the concepts involved in transport and logistics management and their application to transportation and logistics management

COURSE CONTENTS

UNIT I	<p>⇒ Introduction to Logistics and Supply Chain: Trends in logistics costs and performance, Objectives of logistical management. A typical supply chain, Supply chain examples, Processes involved in supply chains.</p> <p>⇒ Key Issues in Logistics and Supply Chain Management: Complex supply chain environments, Logistic and supply chain planning and decisions. International Issues in the Supply Chain-Forces driving toward globalization.</p>
UNIT II	<p>⇒ Logistics Network Design: The Role of Major Network Design Decisions in a Supply Chain - Major network design decisions, Objective network design, Solution Approaches -Exact algorithms.</p>
UNIT III	<p>⇒ Transportation in a Supply Chain: Introduction, Modes of Transportation and their Performance Trends, Air, Ocean Ship, Truck, Rail, Intermodal (Truck/rail), Other Modes – pipelines, barges.</p>
UNIT IV	<p>⇒ Driving down the cost of intermodal services, Use of Intelligent Transportation Systems, Benefits of RFID, Highly complex IT and ITS environments, Re-engineering the railroad, Lean Transportation.</p>
UNIT V	<p>⇒ Distribution Strategy: Shipping Strategies, Routing and Scheduling in Transportation - Traveling Salesperson Problem (TSP), Simple heuristics for TSP, Local search heuristics for TSP, Basic Vehicle Routing Models, Capacitated Vehicle Routing Problems (CRVP), Vehicle Routing Problem with Time Windows (VRPTW).</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Quinn, John Paul 2005 “Shouldn’t you be transloading?” Logistics Management.
- DeGarmo, E. Paul, et.al. Engineering Economy, 8th Edition, Macmillan.
- Morlok, Edward K. Introduction to Transportation Engineering and Planning, McGraw Hill.
- Bowersox, Donald J., David J. Closs and Omar K. Helderich. Logistical Management. McGraw Hill.
- Winston, Wayne L. Operations Research: Applications and Algorithms, 3rd Edition, Belmont:
- Duxbury Press, 1994. Evans, James, R. “The Management and control of Quality,” 5 edition, © 2002 South-Western/Thomson

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576484(76): INSURANCE (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the workings of insurance industry in India

COURSE CONTENTS

UNIT I	<p>⇒ The concept of risk - Kinds and Classification of Risks - Assessment -Transfer - Basic principles of Insurance - Utmost good faith – Insurance. Interest - material facts - Indemnity - Proximate Cause – economic principles of insurance - Sharing - Subrogation - Contribution – legal principles of insurance - the Indian contract act, 1872</p> <p>⇒ IRDA and its regulations, - insurable interest - nomination and assignment - utmost good faith - Indemnity - Subrogation - Contribution - Proximate Cause. Types of Insurance: - Marine, Fire, Accidental, Motor Vehicle</p>
UNIT II	<p>⇒ Life Insurance - Organization - Indian system - distribution - function of agents, appointment and continuance of agency, remuneration to agents, trends in life insurance, increasing/decreasing term policy, Whole Life Insurance, Endowment Insurance.</p>
UNIT III	<p>⇒ Life Insurance Policy - Application & Acceptance - Prospectus, proposal forms & other related documents, age proof, special reports policy document - operative clauses, provision, schedule, Attestation, Conditions & Privileges, Alteration, Forfeiture options, Lapse and Revival schemes, Pensions & Annuities, Actuarial applications.</p>
UNIT IV	<p>⇒ Policy claims, Maturity claims, Survival benefit Payments, Death Claims, Waiver of evidence of title, Early claims, Claim Concession, Presumption of death, Accident benefit and disability benefit, Settlement options, Valuations and bonus, Distribution of surplus, Types of re-insurance, Exchange control regulations, Payment of premium, payment of claims etc., Assignment in favor of non-residents</p>
UNIT V	<p>⇒ Group and Health Insurance - Nature of group insurance, Types of group insurance, Gratuity Liability, Group superannuation scheme, other group schemes, Social security schemes - Health Insurance - Principles of Health Insurance, Health Products, Group Insurance Products, Underwriting and premium setting.</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Fundamental of Life Insurance - Theories and Applications, Kaninika Mishra

REFERENCE BOOKS

- Elements of Banking and Insurance, Jyotsana Sethi & Nishwan Bhatia.
- Emerging Trends in Banking, Finance and Insurance Industry, Anand M. Agrawal & Krishn A. Goyal (Eds.)
- Dictionary of Insurance, S.R. Singh

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576485(76): BANKING (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the working of banking institutions and industry in India

COURSE CONTENTS

UNIT I	⇒ Banker-Customer relations - Know your Customer[KYC] guidelines-Different Deposit Products - services rendered by Banks - Mandate and Power of attorney; Banker's lien - right of set off - garnishee order - Income tax attachment order etc.
UNIT II	⇒ Payment and collection of Cheque - duties and responsibilities of paying and collecting banker- protection available to paying and collecting banker under negotiable instruments Act - endorsements - forged instruments - bouncing of cheques and their implications ⇒ Opening of accounts for various types of customers - minors - joint account holders - HUF - firms - companies - trusts - societies - Govt. and public bodies Importance of AML
UNIT III	⇒ Principles of lending - various credit Products/ Facilities - working capital and term loans - Credit Appraisal Techniques - Approach to lending; - credit management - credit monitoring -NPA Management
UNIT IV	⇒ Different types of documents; Documentation Procedures; Stamping of documents Securities - Different modes of charging - types of collaterals and their characteristics Priority Sector Lending - sectors - targets - issues/problems - recent developments
UNIT V	⇒ Financial Inclusion Agriculture/SMEs/SHGs/SSI/Tiny Sector financing New Products & Services -Factoring, Securitisation, bancassurance , Mutual Funds etc Credit Cards/Home Loans/Personal Loans/Consumer Loans-Brief outline of procedures and practices Ancillary Services: Remittances, Safe Deposit lockers etc

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Fabozzi, "Foundations of financial markets and institutions, Pearson. Education
- R.M.Shrivastava, "Management of Indian financial institutions", Himalaya publications.
- M Y khan, "Financial services, Tata McGraw Hill.

REFERENCE BOOKS

- M.I. Blejer, "Financial Policies in Emerging Markets", Pearson Education.
- K.C. Shekhar & L. Shekhar, Banking Theory and Practice, Vikas Publishing House
- G. Lipscombe & K. Pond, The Business of Banking, New Age International
- Vasant Joshi and Vinay Joshi, " Managing Indian Banks", Response books

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576486(76): MANAGEMENT OF SME & FAMILY BUSINESS (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the concepts and issues involved in the management of SMEs and family businesses.

COURSE CONTENTS

UNIT I	⇒ Small and Medium Enterprise: Meaning and definition (evolution), Scope, Role and importance, Steps in setting up a small unit, Policies governing SMEs, Impact of globalization on SME in India, Problems and future prospects of SMEs
UNIT II	⇒ Managerial Strategies for SME: Managing External Environment, Planning for Success in Small and Medium Business, ⇒ Management in SME - Crises Management, Production Management, Quality Management, Time Management, Human Resource Management, Marketing Management and Financial Management. Costing and Pricing in SME
UNIT III	⇒ SME funding: Requirements of capital (fixed and working), Factors determining capital requirements, Importance of fixed and working capital, Institutions supporting SME's in India. Role of central and state level institutions, Industrial policy of Government of India, Export potential of SMEs
UNIT IV	⇒ Basics of Family structure: Types of family structure, Importance of family business. ⇒ Responsibilities and rights of shareholders of a family business, strategies for improving the capability of family business ⇒ Improving family business performance: Succession Planning: Managing succession
UNIT V	⇒ Wealth management: Networking with various agencies like CII, FICCI, NASSCOM, MCCI, regional industry association etc. Importance and objective of these associations and their membership criteria. ⇒ Using technology for leveraging business strength, expansion, diversification, modernization, collaboration, strategic tie-ups

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise, Pearson Education, 2007
- Small Business Management and Entrepreneurship by David Stokes, Nicholas Wilson,
- Entrepreneurship and Small Business Management – Siropolis
- Vasant Desai, Entrepreneurial Development and Management, Himalaya Publishing House, 2007
- Maddhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, 2006
- Peter Leach, Family Business
- Jain, Rajesh, Chains that Liberate: Governance of Family Firms, Macmillan India Ltd

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576487(76): MEDIA MANAGEMENT (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to develop specific expertise in designing and executing media plans

COURSE CONTENTS

UNIT I	⇒ Media planning, the function of media planning in advertising, Role of Media planner, Challenges in media planning Media Planning process, Media Planning for Consumer Goods, Media Planning for Industrial Goods.
UNIT II	⇒ Sources of media research, Selecting the suitable media options, Buying Television Space/Air time Buying Radio slot, Types of magazines, Buying magazine space, Types of newspapers, Buying newspaper space.
UNIT III	⇒ Buying media space for new media, Types of out-of-home advertising, Place-based media, Criteria for selecting the media vehicles, Reach, Frequency, Cost efficiency, Circulation, Pass-along rate (print) ⇒ Media timing, Flight, Pulsing, Media Scheduling, Comparing and Evaluating continuity of media options/choices, deciding the ideal media mix, the communications mix, Media buying and negotiation
UNIT IV	⇒ Advertising Media: Role of media in advertising world, Media strategy & outdoor media, sales promotion , point of purchase advertising, Print ,TV, RADIO, advertising & the internet ⇒ Media Scheduling and budgeting allocation ⇒ Media plan evaluation, Media presentations to the client, Media audit
UNIT V	⇒ Advertising Planning: Consumer Behavior , segmentation Marketing, positioning ad value, Advertising and Promotion, International Advertising Planning, Creativity & Brand Message, message strategy, AAIL, AIDA Model, ASCI

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Strategic Management in the media : By Lucy Kung
- Handbook on Media Management and economics : By Allan B Albaaran , Michael O Wirth, Silvia M
- Media Management : A Casebook Approach , By Heorge Sylvie, Jan wicks and Stephen Lacey
- Evans, James, R. "The Management and control of Quality," 5 edition, © 2002 South-Western/Thomson

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576488(76): EVENT MANAGEMENT (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the role and purpose(s) of special events and develop the techniques and strategies required to plan successful special events

COURSE CONTENTS

UNIT I	<p>⇒ Introduction to Event Management: Defining an event. Event as a marketing tool. Importance and scope of events. Diverse marketing needs addressed by events –brand building, focusing the target market, implementation of marketing plan. Types of events, size of events. Advantages offered by events</p> <p>⇒ Key Elements of Events: Event infrastructure, core concept, core people, core talent, core structure, Concept of market in events</p>
UNIT II	<p>⇒ Conceptualizing and Designing Events: 5 C's of events. Activities in event Management. Planning, organizing, staffing, leading, co-ordination, controlling. Event management information systems.</p>
UNIT III	<p>⇒ Feasibility study- Keys to success, SWOT analysis. Strategic market planning – Setting objectives-developing a strategic marketing plan- environmental assessment – competitive assessment – business assessment - problem analysis – opportunity and resource analysis.</p> <p>⇒ Staging and Event: Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering.</p>
UNIT IV	<p>⇒ Interpersonal Skills and Public Relations: Communication skills (communication process, types of communication, presentation as an effective tool, common tips.) Necessity of human resource management and human relationships.</p>
UNIT V	<p>⇒ Promotion and Media: Purpose of promotion, Use of different media – print, networking, radio, T.V, The internet, outdoor media, Sponsorships, Factors to make promotion effective.</p>

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Event Mgt & Event Tourism –Getz D, cognizant Communication Corporation,
- Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- Hospitality marketing & Management- J.M. Mrthews I st ed.-2006-Avishkar Publisher
- Media & Communication Marketing management –Rapuda-Himalaya Publishing House
- Best Practices in Modern Event Managemet-Goldblatt-, John Wiley & Sons
- Principles & Practice of Marketing in India-Dr. C. B.
- Tourism mgt- Weaver D, John Wiley & Sons

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI
MBA SEM IV 576489(76): ADVANCED CORPORATE COMMUNICATIONS (New)
ELECTIVE DISCIPLINE: APPLIED ELECTIVE
CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand different aspects of communication and their application to corporate communications

COURSE CONTENTS

UNIT I	⇒ Corporate Communication An Overview: Defining and exploring the concept and history of Corporate Communication ⇒ Traditional Media: religious / coir groups, traditional art and theatre. Why Communication Fails: Media Richness Theory and Message Interpretation, The stakeholder and key stakeholder groups, Significance of various communication departments within an organization, Strategic Planning and Communication.
UNIT II	⇒ Media Relations and Research: The necessity of understanding demographics in crafting media, Key media relations techniques, Audience research and feedback ⇒ Social Media: Benefits and challenges inherent in using social media as a corporate communication vehicle. Select the best social media option when considering target audience, message and cost
UNIT III	⇒ Writing for business audience: Websites, Blogs, Pod-Casting etc. Determine what constitutes news, authoring a press release ⇒ Current Trends in Public Relations, Communication and advertisement, Communication and branding, Advancements of Technical Communication, Communication and strategic planning
UNIT IV	⇒ Employee Relations/Internal Communication: The benefits and challenges of upward, downward, and horizontal communication. Elements of an effective employee communication plan. ⇒ Customer Communications: Customers as critical corporate external stakeholders, communication during consumer activism and boycotts
UNIT V	⇒ Crisis Communication and Issues Management: Determine difference between business interruption and crisis, Determine the traits of a crisis spokesperson ⇒ Intercultural Communication and Cross Cultural Communication

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Kitchen, Philip J. and Schultz, Don E., Raising the Corporate Umbrella: Corporate Communications in the 21st Century. Palgrave, 2001.
- Argenti, Paul, Corporate Communications New York: McGraw-Hill Irwin, 2007
- Cornelissen, Joep. Corporate Communication: A guide to theory and practice, third edition, Sage Publications Ltd., April 2011.
- Mary Ellen Guffey, Essentials of Business Communication, South western college publishing.
- Argenti, P. Corporate Communication, 5th edition. Boston, MA: Irwin / McGraw-Hill (2009).
- International Management Cross Cultural Dimensions – Richard Mead, Cambridge, Black Well
- Bridging Cultural Barriers for Corporate Success: How to manage the multicultural work force – Sondra Thiederman, New York: Lexington Books.
- Intercultural Communication – K.B. Mathur
- Communication and Culture – P.C. Joshi

CHHATTISGARH SWAMI VIVEKANAND TECHNICAL UNIVERSITY, BHILAI

MBA SEM IV 576480(76): SPORTS MANAGEMENT (New)

ELECTIVE DISCIPLINE: APPLIED ELECTIVE

CREDITS: 4 LECTURE SCHEME: (L-3; T-1; P-0) Min. No. of CTs: 2

OBJECTIVES

To enable students to understand the philosophy of sports management and its application to management of sports.

COURSE CONTENTS

UNIT I	⇒ Orientation: Understanding of terminology of sports and sports management ⇒ Why study Sports Management? Unique aspects of sports management ⇒ Career opportunities and sources of employment in sports management
UNIT II	⇒ Essential responsibilities of sports managers ⇒ Factors that determine success or failure of sports managers ⇒ Skills and competencies of sports managers
UNIT III	⇒ Ethical behavior and social responsibilities in sport managers ⇒ Basic understanding of the legal aspects of managing sport
UNIT IV	⇒ Managing of professional sports ⇒ Management of Intercollegiate athletics ⇒ Management of public assembly facility ⇒ Campus recreation programs ⇒ Management of park and recreation programs
UNIT V	⇒ Sport information, Sport Journalism, Sport marketing, sport club management ⇒ Foundations of sport management, future directions of sport management

The examination paper will include question from each unit. The list of cases / specific references including recent articles will be announced and discussed in the class.

TEXT BOOKS

- Barr C.A, Hums M.A. and Masteralexis L. P. (1998) Principles and Practice of Sport Management, MD: Aspen Publishers Inc.