

CHAITANYA BHARATHI INSTITUTE OF TECHNOLOGY
(AUTONOMOUS)
DEPARTMENT OF SCHOOL OF MANAGEMENT STUDIES
SCHEME OF INSTRUCTION & EXAMINATION
MBA II - YEAR I - SEMESTER

S. No	Subject Code	Subject	Scheme of Instruction		Scheme of Examination			Credits
			Periods per week		Duration in Hours	Maximum Marks		
			L/T	D/P		Univ Exam	Sessionals	
THEORY								
CORE SUBJECTS								
1	MB 211	Total Quality Management	4	-	3	75	25	3
2	MB 212	International Business	4	-	3	75	25	3
3	MB 213	Strategic Management Accounting and control	4	-	3	75	25	3
ELECTIVE - FINANCE								
4	MB251	Investment Management	4	-	3	75	25	3
5	MB252	International Finance	4	-	3	75	25	3
ELECTIVE -HR								
6	MB261	Performance and Compensation Management	4	-	3	75	25	3
7	MB262	Organizational Development and Change Management	4	-	3	75	25	3
ELECTIVE - MARKETING								
8	MB271	Product and Brand Management	4	-	3	75	25	3
9	MB272	Promotion and Distribution Management	4	-	3	75	25	3
ELECTIVE –OPERATIONS MANAGEMENT								
10	MB281	Service Operations Management	4	-	3	75	25	3
11	MB282	Technology Management	4	-	3	75	25	3

MB 211 Total Quality Management

Instruction:	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case Study/Assignment	5 Marks
Credits	3

Course Objectives:

1. To provide knowledge on concepts, principles and tools of Total Quality Management
2. To create an awareness on statistical approach for quality control and ISO certification process and its importance in the industries.

Course Outcomes: Students will be able to:

1. describe the management skills involved in quality assurance.
2. use, plan and organize quality techniques in the measurement of quality.
3. design and implement safety aspects of industrial plants

Unit-I: TQM- History and Evolution:

Introduction - Definition of quality - Need for quality - Evolution of quality –Connotations of Quality, Quality Dimensions – Product and Service- Quality costs. The concept of TQM, Evolution of TQM – TQM Framework - Contributions of Deming, Juran and Crosby - Inspection, SQC, QA and TQM. Conventional Quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM.

Unit – II: Tools of TQM:

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness. Improvement Tools and Techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. Control Tools: Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit – III: Techniques of TQM:

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Acceptance Sampling – Operating Characteristics Chart (OCC) - Statistical Process Control (SPC), Statistical Quality Control (SQC): control charts for average, range, fraction defectives, number of detects. Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, Kanban. Taguchi methods: Quality loss function, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design.

Unit –IV: TQM in the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. SERVQUAL Instrument. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

Unit – V: Quality Accreditation and Six Sigma:

Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM). The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma. Environmental Management Systems – ISO 14,000, Bureau of Indian Standards (BIS), Rajiv Gandhi Quality Award (RGQA).

Text Books:

1. John L. W. Beckford, "Quality: A Critical Introduction", 3rd Ed. Routledge – Taylor and Frances Group, New York and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, "Total Quality Management", 2006, 3rd Ed. PHI.
3. Ron Basu, "Implementing Quality: A Practical Guide to Tools and Techniques", 2006, THOMPSON.

Suggested Books:

1. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, "Quality Management", Tata McGraw-Hill, 3rd Ed.
2. Poornima M Charantimath, "Total Quality Management", 2003, Pearson.
3. Mukherjee, P N, "Total Quality Management", 2007, PHI.

MB 212 INTERNATIONAL BUSINESS

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To enable the students to understand and manage business exposed to international business environment.
2. It aims to highlight the realities of international business; some of its advantages and its problems that come when business is conducted on the international stage.

Course Outcomes: The student will be able to:

1. address how international business variables affect the trade process.
2. apply knowledge and skills in International Management and International Marketing.

Unit - I: Global Imperative:

An overview – International Business: A Global perspective – Emergence of Globalization – Drivers of Globalization – Internationalization Process – Stages in International Business – Approaches to International Business; The World of International Business: Regional and Global Strategy–The Multinational Enterprise – Trade and International Business – International Trade Theories; Environment of International Business - Cultural Environment and Political Environment.

Unit - II: Global Business & National Regulation:

Rationale for Government Intervention – Forms of Trade Regulation at National Level - Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration – Benefits & Costs of Economic Integration - Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment - Basic Principles of Multilateral Trade Negotiations – GATT and its early Rounds – World Trade Organization–Structure and functions – TRIPs & TRIMs - WTO & India – UNCTAD.

Unit – III: Global Business and Entry Strategies:

Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance – Types of Strategic Alliances – Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance – Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions – E-enabled Business Process Transformation and Challenges – E-business Technology and Environment – E- Business Applications – E-Business Models – Alternative E-business Strategies – Global E-Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business

Unit - V: Managing Global Business and Multinational Corporations:

Strategy and Global Organization - Global Strategic Planning – Going Global and Implementing Strategies. A.D.R.'s and G.D.R.'s – Intercultural Communications – Intercultural Human Resources Management in Global Context. Managing Multinational Enterprises – Problems and Potential – Multinational Organizations –Indian Multinational Companies - Potential, Need and Problems.

Text Books:

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place” 2010, 6th Ed. Tata McGraw Hill. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, 2010, Pearson Ed.
2. Michael R. Czinkota, LLk. A. Ronkainen and Michael H. Moffett, “International Business”, 2009, 7th Ed, Cengage Learning, New Delhi.

3. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge

Suggested Readings:

1. P.Subba Rao, "International Business", 2010, Himalaya Publications, New Delhi.
2. Rakesh Mohanh Joshi, "International Business", 2009, Oxford University Press.
3. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.

MB 213 Management Accounting and control

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To provide adequate knowledge to the students on Management accounting concepts and control techniques, with a view to harness the skills in decision making.
2. To provide students with accounting knowledge to enable students to be successful professionals

Course Outcomes: Students should be able to:

1. apply their accounting knowledge to solve real business problems.
2. Reasonably estimate and pick out relevant costs and benefits for decision making.

Unit – I: Introduction:

Meaning – Nature, Scope and Strategic importance of Strategic Management Accounting-Management function and management accounting-Costs for decision-making and costs for control. Cost behaviour in decision making-Marginal costing and its uses for decision-making, Make or buy-Profit planning- Acceptance of Export order-Optimization of sales mix/product mix-Discontinuation of product line.

Unit – II: Strategic Planning and Accounting for Control:

Strategic Planning: Management Control and Operational Control-Meaning and Concept and purpose. Standard costing - concept and purpose of standards- Types of standards- Setting of standards for direct material, labour and overheads. Variance analysis: Material variances, Labour variances, Overhead variances, Sales and profit variances.

Unit – III: Budgetary control and Responsibility Accounting:

Budgetary control-Meaning & purpose-Essentials of effective budgeting program-Preparation of functional budgets: Sales budget, Production budget, Material Vs Purchase budget-Flexible budget-Zero based budgeting-Concept-Importance, limitations. Responsibility accounting - Meaning- Responsibility Centres – Need for divisionalization-Types of responsibility centres-Segmented Performance evaluation of divisions.

Unit – IV: Activity based Costing and Customer account profitability analysis:

Activity based costing systems-Meaning- Types of Cost drivers –Selection of cost drivers for activities to products and services-Activity based Management-Activity based Costing vs traditional costing, ABC in Service industry. Customer account profitability analysis-Meaning and need for CAP analysis, Managing customer profitability-Customer costs in service companies

Unit – V: Strategic decisions for Product life cycle, and Competitor analysis:

Product life cycle costing – PLC assessment – Cost assessment – Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting – Concept and Importance-Sources of Competitor information. Target Costing - Steps in implementing target costing.

Text Books:

1. Ward. K, “Strategic Management Accounting”, 2010, Butterworth Heinemann, New Delhi.
2. Hansen & Mowen, “Management Accounting”, 2009, 7th ed. Cengage Learning, New Delhi.
3. Prof. Jawaharlal, “Advanced management accounting” 2009 3rd ed. S.chand & company Pvt .Ltd.

Suggested Readings:

1. Ronald.W.Hilton, G.Ramesh&M.Jayadev, “Managerial Accounting”, 2008, Tata McGraw-Hill.
2. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, “Cost Management-A strategic Emphasis”, 2006, Tata McGraw Hill.
3. Khan M.Y. and Jain. P.K., “Management Accounting – Text, Problems and cases”, 2007, 4th edition, Tata McGraw Hill, New Delhi.

MB 251 Investment Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To provide conceptual and practical understanding of investment alternatives, process and portfolio management, stock markets equity and bond valuation and also mutual funds.
2. To provides an in-depth analysis of the securities industry

Course Outcomes: Students will be able to:

1. explain how mutual funds and other investment funds serve as financial intermediaries.
2. explain the standard approaches to optimizing portfolios

Unit – I: Investments:

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

Unit – II: Fixed Income Securities:

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTm and YTC, Bond volatility. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds. Bond duration, , Bond-price theorems:- Macaulay's duration and modified Macaulay's duration. bond convexity, Expectation theory, Separation theory. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III: Common Stocks - Analysis and Valuation:

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

Unit – IV: Portfolio Theory:

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

Unit – V: Portfolio Evaluation:

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

Text Books:

1. Donald E. Fischer & Ronald J. Jordan, Securities Analysis and Portfolio management, McGraw Hill.
2. V.A. Avadhani, Investment Management, 7th edition Himalaya publishing house.
3. Punithavathi Pandian: Security Analysis and Portfolio Management, Vikas. 2012.

Suggested Readings:

1. Alexander. G.J, Sharpe. W.F and Bailey, J.V, "Fundamentals of Investments", 3rdEd PHI.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", 3rd Ed TMH.
3. V.K.Bhalla ,Investment Management 19th edition S.Chand publications

MB 252 International Finance

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	25 Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. The aim of the course is to provide a extensive view of International Monetary Systems
2. To equip the students with the risk management techniques and to provide basic platform on tax structures in the international scenario.

Course Outcomes:

1. The framework of the course enables budding manager to do business in a global setting.
2. The students will be enriched with risk management techniques and tax environment in global environment.

Unit - I: International Financial System:

Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions—IMF, Bank for International Settlements; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

Unit - II: Foreign Exchange Market and International Parity Relationships:

Participants in foreign exchange market, structure of foreign exchange market in India; Foreign Exchange rates: quotes in spot and forward market, Cross rates, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); Foreign Exchange Management Act ; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory.

Unit - III: Multinational Corporate Decisions in Global Markets:

Foreign investment decision-Foreign direct investment (FDI)—motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment—licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; Financial goals of MNC, financial performance measurement, international cash management, multinational capital structure decision, cost of capital , international portfolio diversification- rationale, barriers, home country bias, project financing.

Unit - IV: Risk Management in Multinational Corporations:

Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment—political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives—forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure, hedging through invoice currency.

Unit - V: International Tax Environment:

Types of tax—income tax, withholding tax, value added tax, Tobin tax; taxation methods— worldwide approach, territorial approach; tax havens, offshore financial centres, reinvoicing centre; Tax treaties-Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form—controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning— TP methods, TP rules in India

Essential Readings:

1. Eun C.S., Resnick B.G., "International Financial Management", 2008, reprint 2010. Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, "International Finance", 2010, universities press private limited, 2nd Ed. Orient Black'swan Pvt.Ltd.

Suggested Readings:

1. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
2. Apte P.G., "International Finance", 2009, 2nd Ed. Tata McGraw Hill.
3. Alan. C. Shapiro., "Multinational Financial Management", 2009, 9th Ed. PHI Pvt. Ltd.

MB 261 (HR): Performance and Compensation Management

Instructions	4L periods per week
Duration of the main examination:	3Hours
Main Examination:	75 Marks
Internal Examination:	20 Marks
Case Study/ assignment:	5 Marks
Credits:	3

Course Objectives:

1. To develop an understanding of the complexities in deciding compensation of employees and importance of importance of compensation for organizational performance.
2. To integrate Performance Management in work practices.

Course Outcomes: Students would be able to:

1. Decide a compensation strategy for a company and also integrate compensation with other HR initiatives in line with organizational realities.
2. Initiate performance management in the organization.

Unit – I: Introduction:

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

Unit – II: Performance Appraisal:

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

Unit – III: Performance Bench marking:

Diagnosis and Performance improvement. - Performance measures pyramid -Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting mode-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

UNIT - IV: Strategic Compensation Management Concepts:

Compensation as an offshoot of performance- Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions–Role of compensation in Organization-stake holders of compensation-factors influencing compensation- Aligning Compensation Strategy with HR Strategy and Business Strategy- New trends in compensation management–The 3-P compensation concept.

UNIT – V: Designing Compensation System - Employee Benefits Management:

Bases for Traditional Pay System and Modern Pay System–Establishing Pay Plans–Seniority and Longevity pay-Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay. Fringe Compensation- Legally required Benefits- Discretionary Benefits. International Compensation- Executive Compensation Packages

Essential readings

1. Michael Armstrong, “Performance Management”, 2010, Kogan Page.
2. Robert L. Cardy, “Performance Management”, 2008, PHI.
3. Joseph J. Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rd Ed.

4. Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House

Suggested Books:

1. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
2. A.M. Sarma, "Performance Management systems", 2010, HPH.
3. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed.9th Ed.
4. Milkovich & Newman, "Compensation", 2005, Tata McGraw –Hill, New Delhi.

MB 262 (HR): Organizational Development and Change Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To provide knowledge on Organisation Development concepts, interventions and models.
2. To provide an overview of on change models to manage the change.

Course Outcomes: Students would be able to:

1. Solve a business problem from an organizational development perspective.
2. Apply change models in an organization for development.

Unit – I: General Introduction to OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit—III: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions.

Unit—IV: OD Interventions

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions- Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis. Techno-structural interventions: Structural Design-Restructuring organization-Downsizing- Reengineering; Employee involvement: Quality Circles-Total Quality Management; Work Design: Engineering approach-System Approach. Strategic Interventions.

Unit – IV: Change Management concepts and process

Concept of Change, Impact of changes, types of changes, Diagnostic models for Organizational Change–Methods for dealing with resistance to change–Enablers and Barriers to change–Model of cognitive, effective, and behavioral responses to change-Five stages of planned Change.

Unit - II: Models of Change

Lewin's Change Model, Burke–Litwin Model, Warfield 6-3-5 method-Rosemary Stewart's model-Tony Buzan's mind maps-Edward de Bono's six thinking hats-Johari window-Nadler and Tushman's congruence model-Scenario analysis-powerinterest matrix-Kotter's 8-step change model-Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of Change.

Text Books:

1. Wendell L.French, Cecil H. Bell, Jr, Veena Vohra, "Organization Development", Pearson Education, 6th Ed, 2006.
2. Thomas G. Cummings, Christopher G Worley, "Theory of Organization Development and Change", Cengage Learning, 9th Ed, 2012.
3. Wendell L.French, Cecil H. Bell, Zawacki, "Organization Development and Transformation", Mc Graw-Hill International Editions, 5th Ed, 2000.

Suggested Readings:

1. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
2. Reider Dale, "Organization & Development — Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
3. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.

MB 271 (M) Product and Brand Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20 Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To impart the knowledge and skills needed to manage the product and brand in a business organization so as to gain a competitive advantage.
2. To create an awareness of brands and brand models.

Course Outcomes: Students will be able to:

1. Understand the process of new product development.
2. Valuate the brands and manage brand equity.

Unit - I Product Concepts

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion. New Product Development: Innovation, Theories of NPD, Models of NPD, Generic Product Development Process.

Unit-II New Product Development

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis Boston Consultancy Group (BCG), General Electric (GE), Ad little. Shell International. Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit-III Perceptual mapping

Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts. Innovation diffusion and adoption process.

Unit-IV Brand Management

Brand vs commodity, understanding brands, benefits of branding ,brand attributes, Branding decisions, Brand awareness, Brand Image, Brand Personality, Brand positioning – Attribute Positioning, Price/Quality Positioning, Use/Application Positioning and User Positioning and Repositioning. Brand extensions, Line extensions, Brand licensing and franchising and global branding

Unit-V Brand Equity:

Creating Brand Equity, Brand equity models- Brand Asset Valuator, Aaker Model, Brandz, and Brand Resonance, measuring brand equity-Brand Audits, Brand Tracking, Brand Valuation: Managing Brand equity-Brand Worth, Brand Reinforcement, Brand Revitalization and Brand Crisis.

Text Books:

1. Pessemer Edgar, “Product Management”, 1982, John Wiley & Sons.
2. Ulrich K T, Anitha Goyal, “Product Design and Development”, 2010, McGraw Hill
3. U C Mathur, “Product and Brand management”, 2009, Excel Books New Delhi

Suggested Readings:

1. Richard Elliott, “Strategic Brand management”, 2007, Oxford press.
2. Philip Kotler and Keller, “Marketing Management”, 2012, 12th edition, Pearson
3. Dr. Anandan, “Product Management”, 2010, Tata McGraw Hill.

MB 272 (M) Promotion and Distribution Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To enlighten the students on the various facets of Marketing communications and Distribution Management.
2. To provide an insight into the marketing channels and logistics.

Course Outcomes: Students will be able to learn

1. The integrated marketing communication and its application in the challenging marketing environment.
2. To make a right choice among the various channels of distribution

Unit-I: Marketing Communications:

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II: Developing Integrated Marketing Communications:

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

Unit – III: Personal Selling, Sales promotion and support media :

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort. Sales Promotion - objectives, consumer and trade oriented sales promotion. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

Unit – IV Marketing Channels

Concept, Characteristics, Role of channel decisions, components of marketing channel system, Functions and Flows in Marketing Channels, Design of Distribution Channel.

Unit – V: Channel Intermediaries and Logistics

Wholesaling, Retailing, Channel Planning, Channel Organisation, Channel Conflict, Co-operation & Competition, Vertical marketing system, Horizontal Marketing system. Logistics: Concept, Scope and Significance. Physical distribution

Text Books:

1. Shimp “Advertising and Promotion”, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani “Advertising and Promotion”, 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D’souza “Advertising & Promotion”, 2010, Tata McGraw Hills.

Suggested Books:

1. Iane, King & Russel “Advertising Procedure” 6/c Pearson Publishers.
2. S.A. Chunnawalla, K.C.Sethia “Advertising”, 2010, HPH.
3. Dr. S. Gupta “Sales & Distribution Managemen

MB 281 (OM) Service Operations Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To equip students with an understanding of an organisation's processes and operations in a changing environment.
2. To enable the students to apply management practices to plan and control operations in the manufacturing and service sector.

Course Outcomes: Students should be able to:

1. determine and apply appropriate tools and techniques in a variety of operations situations.
2. respond to changes in the business environment by deploying the appropriate operations strategy.

Unit-I: Introduction to Service Operations

Understanding Services Economy- Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum. Role of services in manufacturing firms.

Unit-II: Service Strategy

Developing an overall vision for the service system, Developing a service strategy, Service Positioning and Implications for Service Delivery Design, Service Enhancement using Internet, Pricing strategies in Services, Performance issues in service systems.

Unit-III: Design of service delivery design

Capacity issues in service systems- Notion of capacity, Capacity build up strategies
Capacity Vs System Performance. Queueing Theory Applications in Service Systems. Simulation as a tool for design of services- Use of simulation software for modeling. Nature of design issues addressed using simulation. Simulation Applications in Service System Design. The services supply chain

Unit-IV: Application Domain in Services

Services Management in IT/ITES Sectors- Off-shoring/Outsourcing – Strategic dimension & Competitive advantage. Services Management in IT/ITES Sectors- Capacity Management Issues. Models for Manpower Planning.

Unit-V: Services Management in Financial Services

Risk & Security issues in Financial Services Sector: Role of technology.

Text Books:

1. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
2. James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, Fifth Edition, McGraw Hill, 2006,

Suggested Readings:

1. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
2. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004.
3. Metters, King-Metters, Pullman and Walton, Successful Service Operations Management, Thomson Learning, 2006.

MB 282 (OM): Technology Management

Instruction	4L periods per week
Duration of Main Examination	3 Hours
Main Examination	75 Marks
Internal Examination	20Marks
Case Study/ Assignment	5 Marks
Credits	3

Course Objectives:

1. To create an awareness among the students about the range, scope, and complexity of technological innovation.
2. To equip students how to better select technological opportunities in the competitive society.

Course Outcomes: Students should be able to:

1. apply knowledge of business concepts and functions in an integrated manner.
2. implement technology process in the organization.

UNIT-I: Introduction:

Definition, Role and Importance, Technology developments-Options and strategies, factors contributing to successful Technology, Technology change. Technology Life Cycle (TLC). Diffusion and Growth of Technology- Technology transformation, Technology alternatives, Technology Policy and Planning.

UNIT-II: Technology Strategy

Meaning of Strategy. Formulation of Technology Strategy. Direction of strategy. Technology and the concept of Core competence integration. Linking Technology and Business Strategies. Creating the product – Technology – Business connection

UNIT-III: Technology Forecasting for Decision Making

The definition of Technology Forecasting, Forecasting and Technology innovation Chain, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques and methods. Technology Audit.

UNIT-IV: Technology Transfer

Dimensions and Routes of Technology transfer. Stages within the process of Technology transfer of .Modes of Technology transfer- Technology import in India, Government Initiatives. Benefits of Technology absorption.

UNIT-V: Technology Assessment (TA)

Management of Technology Assessment. Strategic evaluation of Technology Investments. Organizational support System- Structural Imperatives of Technology Management, Building Organization Culture. The Organization as a Laboratory for Learning.

Text Books:

1. Tarek Khalil: Management of Technology- The Key to Competitiveness and Wealth Creation. McGraw Hill, Boston, 2000.
2. V. K. Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2003.
3. P.N.Rastogi: Management of Technology and Innovation, Sage Publications Inc, 1995.

Suggested Readings:

1. Norma Harrison & Danny Samson, Technology Management, McGraw-Hill International,2001
2. Melissa A. Schilling: Strategic Management of Technological Innovation, TMH, 2008.
3. Goel Cohen, Technology Transfer, Sage Publication, 2004.