



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY, KAKINADA: KAKINADA  
SCHOOL OF MANAGEMENT STUDIES

**MBA (REGULAR – R16) IV SEMESTER SYLLABUS**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**UNIT 1**

**Logistics and Competitive strategy:** Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

**UNIT 2**

**Measuring logistics costs and performance:** The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers and activity-based costing.

**UNIT 3**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.

**UNIT 4**

**Sourcing, Transporting and Pricing Products:** sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

**UNIT 5**

**Managing global Logistic:** Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

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

**References**

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

3. D.K.Agrawal: "Distribution and Logistics Management", MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

# ENTREPRENEURSHIP DEVELOPMENT

## UNIT 1

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

## UNIT 2

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

## UNIT 3

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

## UNIT 4

**Small and Micro Enterprises:** Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

## UNIT 5

**Institutional Support to Entrepreneur and MSMEs:** Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

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

### *References*

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
3. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- 4.B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
- 5.Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011

# HR ELECTIVE 5

## ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT

### UNIT 1

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

### UNIT 2

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

### UNIT 3

**Organization Development (OD):** Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

### UNIT 4

**Negotiated Change:** Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### UNIT 5

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.

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

### *References*

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

# HR ELECTIVE 6

## Global HRM

### UNIT 1

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

### UNIT 2

**Managing International Assignments:** Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

### UNIT 3

**Cross Culture Management:** Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

### UNIT 4

**Compensation Management:** Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

### UNIT 5

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture

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

### *References:*

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

# HR ELECTIVE 7

## LABOR WELFARE & LEGISLATION

### UNIT 1

**Welfare Legislation:** Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

### UNIT 2

**Industrial Relations Legislation:** Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

### UNIT 3

**Wage and Social Security Legislation:** Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

### UNIT 4

**Labour Welfare:** Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

### UNIT 5

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

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

### References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow,1977
5. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
6. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

# **HR ELECTIVE 8**

## **MANAGEMENT OF INDUSTRIAL RELATIONS**

### **UNIT 1**

**Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

### **UNIT 2**

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

### **UNIT 3**

**Quality of Work Life:** Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

### **UNIT 4**

**Social Security:** Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.

### **UNIT 5**

**Employee Grievances:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

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

### ***References***

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

# FINANCE ELECTIVE 5

## FINANCIAL MARKETS AND SERVICES

### UNIT 1

**Structure of Financial System:** Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

### UNIT 2

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

### UNIT 3

**Venture Capital:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

### UNIT 4

**Credit Rating:** Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

### UNIT 5

**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Mangement, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

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

### References:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
- 4 Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai



# FINANCE ELECTIVE 6

## GLOBAL FINANCIAL MANAGEMENT

### UNIT 1

**Introduction to Global Financial Management:** Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

### UNIT 2

**Management of Exchange and Interest Rates Exposure:** Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

### UNIT 3

**Management of Global Business Operations and Practices:** Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

### UNIT 4

**International Investment Decision :** Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

### UNIT 5

**Global Indebtedness:** External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.

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

### References:

1. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009

# FINANCE ELECTIVE 7

## RISK MANAGEMENT

### UNIT 1

**Introduction to Risk Management:** Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

### UNIT 2

**Measurement of Risks:** Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.

### UNIT 3

**Management of Risks:** Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

### UNIT 4

**Regulatory and Other Issues in Risk Management:** Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I,II & III- Calculation of Minimum Capital Requirements.

### UNIT 5

**Important Concepts of Risk Management:** Time Value of Money- Advance Bond Concepts- Calculation of VaR- Balck-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

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

### *References*

1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012
5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

# FINANCE ELECTIVE 8

## TAX MANAGEMENT

### UNIT 1

**Direct and Indirect Taxes:** Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

### UNIT 2

**CENVAT :** Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.

### UNIT 3

**Introduction to Tax Planning:** Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

### UNIT 4

**Tax Management Decisions:** Tax considerations - Management Decisions, such as make / buy-own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

### UNIT 5

**Multi National Taxation:** Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensive Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

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

**References:**

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, “International Financial Managment” Himalaya Publishing House, 2009
5. PG Apte, “International Financial Management” Tata Mc Graw Hill, 2009.

## MARKETING ELECTIVE 5

### SERVICES MARKETING

#### UNIT 1

**Introduction to Services Marketing:** Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

#### UNIT 2

**Key Dimensions of Services Marketing:** Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality Services- Communication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

#### UNIT 3

**Management of Services Marketing:** Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

#### UNIT 4

**Service Marketing Practices I:** Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.

#### UNIT 5

**Service Marketing Practices II:** Marketing of Health Care, Cellular and Entertainment Services- Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

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

#### *References*

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

## MARKETING ELECTIVE 6

### PROMOTIONAL AND DISTRIBUTION MANAGEMENT

#### UNIT 1

**Introduction to Promotional Management:** Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

#### UNIT 2

**Introduction to Distribution Management:** Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

#### UNIT 3

**Marketing Channels:** Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

#### UNIT 4

**Channel Institutions and Designing Channel System:** Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels- Implementation and Integration of Channel Design.

#### UNIT 5

**Ethical and Social Issues in Distribution Management:** Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.

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

#### *References*

1. K. Shridhara Bhat: “**Sales and Distribution Management**”, Himalaya Publishing House, 2011.
2. Dr. Matin Khan: “**Sales and Distribution Management**”, Excel Books, New Delhi, 2005

3. Pingali Venugopal: **“Sales and Distribution Management”**, Sage Publications, New Delhi, 2008.
4. Dr. S. L. Gupta: **“Sales and Distribution Management”**, Excel Books, 2010

## MARKETING ELECTIVE 7

### GLOBAL MARKETING MANAGEMENT

#### UNIT 1:

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.

#### UNIT 2:

**International marketing strategy:** Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

#### UNIT 3:

**Global Product & Price management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

#### UNIT 4:

**Global Marketing Channels and Promotion for global markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

#### UNIT 5:

**Export procedures and documents:** Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

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

#### References

1. Francis Cherunilam: International marketing, 11<sup>th</sup> Edition, Himalaya Publication House,2010
2. Warren J Keegan: Global Marketing Management, 5<sup>th</sup> Edition, Prentice Hall of India Private Limited.



3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020

**MARKETING ELECTIVE 8**  
**SUPPLY CHAIN MANAGEMENT**

**UNIT 1:**

**Introduction to Supply Chain Management:** Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

**UNIT 2:**

**Supply Chain Management: An Overview:** Purchasing Issues in Supply Chain Management- Operations and Distribution issues in Supply Chain Management- Facility Location Decisions- Domestic and International Transportation Management- Process Management.

**UNIT 3:**

**Customer Relationship Management:** Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

**UNIT 4:**

**Sustaining Competitive Advantage:** Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement

**UNIT 5:**

**International Supply Chain Management:** Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

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**References**

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.

2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, *Cengage learning*, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi 2000.

**SYSTEMS ELECTIVE 5**  
**BUSINESS INTELLIGENCE**

**UNIT-1**

**Introduction to Business Intelligence:** The Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

**UNIT-2**

**Data Ware Housing:** Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards

**UNIT-3**

**Data Mining for Business Intelligence:** Data mining concepts and definitions-Data mining applications - Artificial neural Networks for data mining - Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

**UNIT-4**

**Business Rules:** The Value Proposition of Business Rules - Business rules approach-Business rule system - Sources of business rules and management approach.

**UNIT -5**

**Business Intelligence Implementation:** Business Intelligence and integration - Implementation - connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

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**References:**

1. Amit Johri “Business Intelligence” Himalaya, 2012
2. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012
3. Carlo Verzellis “Business Intelligence” Wiley Publications, 2012
4. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
5. Jawadekar, MIS Text and Cases, TMH, 2012
6. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012

## SYSTEMS ELECTIVE 6

### ENTERPRISE RESOURCE PLANNING

#### UNIT 1

**Introduction to ERP:** Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

#### UNIT 2

**ERP Implementation:** reasons for ERP failure . pre – implementation Tasks – Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

#### UNIT 3

**Post ERP implementation:** Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics

#### UNIT 4

**ERP System Options and Selection Methods:** Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

#### UNIT 5

**ERP present and future:** Turbo charge the ERP system- EAI - ERP. Internet and WWW-Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

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

#### *References*

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, NewDelhi, 2009
5. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012

**SYSTEMS ELECTIVE 7**  
**CYBER LAWS & SECURITY**

**UNIT 1**

**Introduction to Computer Security:** Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

**UNIT 2**

**Secure System Planning and administration:** Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

**UNIT 3**

**Information security policies and procedures:** Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

**UNIT 4**

**Information security:** fundamentals-Employee responsibilities- information classification Information handling- Tools of information security- Information processing-secure program administration.

**UNIT 5**

**Organizational and Human Security:** Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

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

**References:**

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2ndEdition, O' Reilly Media, 2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, "Information Security Fundamentals", 2nd Edition, Prentice Hall, 1996
5. Jonathan Rosenoer, "Cyber law: the Law of the Internet", Springer-verlag, 1997

## SYSTEMS ELECTIVE 8

### INFORMATION SYSTEMS AUDIT

#### UNIT 1

**Overview of Information System Auditing:** Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

#### UNIT 2

**The Management Control Framework-I:** Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

#### UNIT 3

**The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality assurance Management Controls- Case Studies.

#### UNIT 4

**Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

#### UNIT 5

**Evidence Evaluation:** Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

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

#### *References*

1. Ron Weber: "Information Systems Control and Audit", Pearson Education,2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi,2008.