

LECTURE PLAN

MBA

SEMESTER 2

FOR PRIVATE CIRCULATION

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LECTURE PLAN

MANAGEMENT OF TECHNOLOGY, INNOVATION AND CHANGE

MS 102

COURSE OUTLINE
MBA-II SEMESTER
MANAGEMENT OF TECHNOLOGY, INNOVATION AND CHANGE -MS 102

L - 4 Credits - 4

OBJECTIVE:

This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

INTERNAL ASSESSMENT AND ASSIGNMENT **25 marks**

- | | |
|---|----------|
| 1. Class Test-II - (Written Test—as per University) | 15 marks |
| 2. Individual Assessment/Viva-Voce/Attendance | 10 marks |

COURSE CONTENT:

- 1. Technology Management:**
 - Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge;
 - Technology Life Cycles,
 - Technology Acquisition and Absorption;
 - Technology Exports / Joint venture Abroad
 - Technological Forecasting and Perspective Planning in Business Enterprises.
 - Global Trends in Technology Management.

(16 Hours)

- 2. Change Management:**
 - Understanding the Nature, Importance, Forces, Types of Change;
 - Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People;
 - Personal Imperatives for Change,
 - Building Culture and Climate for Change: Role of Leadership
 - Change Imperatives of New Technologies
 - Managing Transformations.

(16 Hours)

- 3. Innovations Management:**
 - Invention vs. Innovation;
 - Innovation Strategies, Models;

- Concurrent Engineering;
- Process Innovation
- Product Innovation
- Economics of Innovation.
- Innovation Management.

(14 Hours)

4. Creative and Lateral Thinking Management:

- Creative Thinking,
- Problem Solving,
- Managing Lateral Thinking.

(10 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of MTIC, and students are advised to go through the material for thorough understanding of the subject

The students are expected to actively participate in the discussions in the class; so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ TEXT BOOK:

1. **Author's Name(s): Khalil Tarek**
Title: Management of Technology –The Key to Competitiveness & Wealth Creation
Edition: Second **Year:** 2013 Reprint
Publisher: Tata Mcgraw-Hill (ibid 1)

➤ REFERENCE BOOKS:

1. **Author's Name(s):** White / Bruton
Title: Management of technology and innovation: a strategic approach
Edition: First **Year:** 2011
Publisher: CENGAGE Learning (ibid 2)
2. **Author's Name(s):** VK Narayanan
Title: Managing technology and innovation for competitive advantage
Edition: First (ninth impression) **Year:** 2012 Reprint
Publisher: Pearson (ibid 3)
3. **Author's Name(s):** V. K. Khurana & A.K. Saini
Title: Management of Technology and Innovation for Competitive Advantage
Edition: Second **Year:** 2017
Publisher: Ane Books India (ibid 4)
4. **Author's Name(s):** John P. Kotter (Author), Dan S. Cohen (Author)
Title: The Heart of Change: Real-Life Stories of How People Change Their Organizations
Edition: November **Year:** 2012
Publisher: Harvard Business Review (ibid 5)

JOURNALS:

1. Journal of Technology and Management for Growing Economies,
2. Asian Journal of Management Technology and Change
3. SCMS Journal of Indian Management
4. MIT Technology Review
5. PC Quest
6. Journal of Services Research, journal of IIMT
7. Vikalpa, The Journal for Decision Makers

LECTURE 1

INTRODUCTION TO TECHNOLOGY, INNOVATION AND CHANGE

OBJECTIVE:

The objective of the lecture is to make the student well verse with the importance and relevance of this subject in today's dynamic environment and also to update him with the latest technological advancements and innovations in India as well as abroad.

CONTENTS:

- Introduction
 - Technology
 - Innovation
 - Change
- Technology for survival and growth
- Technology development and firm specific knowledge
- Innovate or abdicate
- Change or perish

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

MULTIPLE CHOICE QUESTIONS: Q 1-10

SHORT ANSWER QUESTIONS: Q (a) 1, 7, (b) 5, (c) 1, 14, Q 1, 4, 5, 34

LONG ANSWER QUESTIONS: Q 4, 23, 43, 44

OTHER ASSIGNMENTS:

- 1 ibid 4, Page No. 10, Q 1, 2, 3, 4, 5, 6
- 2 ibid 2, Page No.32, Q1, 2, 3, 4

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 3-9

REFERENCE BOOKS:

- 1 ibid 2, Page No. 7-14
- 2 ibid 4, Page No. 1-10

ARTICLES:

1. Will Knight, “Driverless Cars” MIT Technology Review, Vol. 116, No. 6, November/December 2013, pp. 44-49,
2. Meeta Dasgupta, Sahay, A., and Gupta R K, “Transforming a State-owned Utility: The role of Technology and Leadership”, Vikalpa, The Journal for Decision Makers, Vol. 39, No. 3, July-Sept, 2016, pp. 105-142.

LECTURES 2-3

TECHNOLOGY

OBJECTIVE:

The objective of the lecture is to make the student understand the term technology in detail and thereby learn about different types of technology.

CONTENTS:

- Meaning of technology
- Importance of technology
- Process of technology
- Characteristics of technology
- Advantages of technology development
- Disadvantages of technology development
- Types of technology
 - Generic
 - Basic
 - Key

- Embodied
- Disembodied
- System
- Infra
- Hybrid
- Emerging

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

MULTIPLE CHOICE QUESTIONS: Q 11-18

SHORT ANSWER QUESTIONS: Q 3, 9, 23, 29, 30, 31, 35

LONG ANSWER QUESTIONS: Q 33, 36, 37

OTHER ASSIGNMENT:

1 ibid 4, Page No. 27, 28, Q 1, 3, 4, 9, 10

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 20-22

REFERENCE BOOKS:

1 ibid 2, Page No. 14-20

2 ibid 3, Page No. 5-7

3 ibid 4, Page No. 16-23

ARTICLE:

1. Tom Butler, "An App for Coasting, Rather than Surfing, the Web", MIT Technology Review, Vol. 116, No. 6, November/ December 2015.

LECTURE 4

TECHNOLOGY LIFE CYCLE AND MANAGEMENT OF TECHNOLOGY

OBJECTIVE:

The objective of the lecture is to make the student know the concept of technology's life cycle and how to manage technology in organizations.

CONTENTS:

- Technology life cycle:
 - Technology development
 - Technology Application
 - Application launch
 - Application growth
 - Technological maturity
 - Degraded Technology
- Globalization of technology
- Management of technology
 - At national level
 - At enterprise level

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

MULTIPLE CHOICE QUESTIONS: Q 19-26

SHORT ANSWER QUESTIONS: Q 2, 24, 27, 31, 37, 40, 41, 42

LONG ANSWER QUESTIONS: Q 5, 6, 27, 35, 33, 35, 36, 37, 39

OTHER ASSIGNMENTS:

- 1 ibid 4, Page No. 28, Q5, 6, 7 and Page No. 35, Q1, 4
- 2 ibid 2, Page No. 65, Q1, 2, 3, 4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 4, Page No. 24-27, 29-31
- 2 ibid 1, Page No. 10-21

REFERENCE BOOK:

- 1 ibid 3, Page No. 7-10

LECTURE 5

TECHNOLOGY FORECASTING

OBJECTIVE:

The objective of the lecture is to understand the relevance of technology forecasting and various methods involved in forecasting the upcoming technology in the market.

CONTENTS:

- Meaning
- Benefits of Technology Forecast
- Techniques of forecast
 - Committees
 - Advantages
 - Limitations
 - Delphi
 - Advantages
 - Limitations
 - Exploratory
 - Normative

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

MULTIPLE CHOICE QUESTIONS: Q 27-35

SHORT ANSWER QUESTIONS: Q 8, 9

LONG ANSWER QUESTIONS: Q 8, 9, 10, 25, 38

OTHER ASSIGNMENT:

1 ibid 1, Page No. 42, 43, Q1, 2, 3, 4, 5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 37-42

REFERENCES:

1 ibid 3, Page No. 221-231

2 ibid 4, Page No. 102-120

LECTURE 6-7

TECHNOLOGY TRANSFER

OBJECTIVE:

The objective of the lecture is to understand how the technology is disseminated and how it is transferred from transferor to recipient.

CONTENTS:

- Meaning
- Type of technology transfer
 - Scientific Knowledge transfer
 - Direct technology transfer
 - Spin-off technology transfer
 - Internal technology transfer
 - Barriers
 - Overcoming barriers
 - External technology transfer
 - Barriers

- Overcoming barriers
- Modes of payment for technology transfer

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER QUESTIONS: Q 14, 16, 33, 38

LONG ANSWER QUESTIONS: Q 12, 17, 18, 19, 24, 28, 42

OTHER ASSIGNMENT:

1 ibid 1, Page No. 130, Q1, 2, 3, and 4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 105-110

REFERENCES:

1 ibid 4, Page No. 375-380

ARTICLE:

1.S Rama Mohan, “Government Initiatives for Developing Technologies in Public Research Institutes through Strategic Relationship with Industry”, Journal of Technology and Management for Growing Economies, Vol. 3, No. 1, April 2014.

LECTURE 8-9

TECHNOLOGY ACQUISITION

OBJECTIVE:

The objective of the lecture is to understand various modes of acquiring the technology from outside the organization, its advantages, cost effectiveness, analyzing the available alternatives and selecting the appropriate technology.

CONTENTS:

- Meaning
- Factor affecting technology acquisition by a nation
- National strategies for technology acquisition
- Methods for technology acquisition by a nation
- Regulation of technology transfer by nation
 - Regulation of import of technology
 - Free inflow advantages
 - Free inflow disadvantages
 - Regulation of exports of technology
- Technological Dependence
- Technology creation through Research & development
- Stages of technology development
- Global management of R & D
- Justification of R & D expenditure

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

MULTIPLE CHOICE QUESTIONS: Q 35-40

SHORT ANSWER QUESTION: 39

LONG ANSWER QUESTIONS: Q 7, 11, 13, 22

OTHER ASSIGNMENT:

1 ibid 1, Page No. 131, Q 5, 6, 10, 11, 12, 13, and 14

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 110-115

REFERENCE:

1 ibid 2, Page No. 228-231

ARTICLE:

1 Fusing East and West, “Hybrid Management of Technology toward a service-oriented economy: Co-evolutionary Domestication”, Journal of Services Research, journal of IIMT, Vol. 9, No.2, Oct’2012-March’2013, pp. 7-50.

LECTURES 10-11

TECHNOLOGY ABSORPTION

OBJECTIVE:

The objective of the lecture is to understand the acquisition, development, assimilation and utilization of technological knowledge and capability by a firm.

CONTENTS:

- Meaning – technology absorption
- Dimensions of technology absorption
- Technology adaptation
- Structure of technology absorption
- Difference between technology acquisition and technology absorption
- Management of technology absorption
- Government guidelines for technology absorption
- technology diffusion
- Pattern of technology diffusion
- Features of technology diffusion
- Difference between technology absorption and technology diffusion
- Advantages of technology diffusion
- Management of technology diffusion
- Technology diffusion in a Nation
- Factors affecting technology exploitation/absorption decisions

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

SHORT ANSWER QUESTIONS: Q 16

LONG ANSWER QUESTIONS: Q 20, 21, 32, 34, 29

OTHER ASSIGNMENT:

1 ibid 1, Page No. 143, Q1, 2, 3, 4, 5, and 6

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Page No.132-143

REFERENCE:

1 ibid 3, Page No. 96-104

ARTICLE:

1 Ravindran, S.P., “Technology Inflows: Issues, Challenges and Methodology”, Journal of Defence Studies, June 2016, Vol. 16, No. 3, pp. 192-201.

LECTURES 12-13**TECHNOLOGY EXPORTS / JOINT VENTURE ABROAD****OBJECTIVE:**

The objective of the lecture is to understand the rules, regulation and various formalities involved in the exports of technology and setting up of joint ventures for the same.

CONTENTS:

- Reasons for technology export
- Guidelines for Indian direct investment in JV and wholly owned subsidiaries abroad
 - General
 - Introduction
 - Statutory basis
 - Prohibition
 - General permission
 - Direct investment outside India
 - Automatic route

- Method of funding
- Investment out of funds raised through ADR/GDR
- Investment under swap or exchange of shares
- Investment abroad by a form in India
- Investment in equity of companies
- Approval of RBI
- Investment in the financial service sector
- Capitalization of exports and other dues
- Post investment changes
- Acquisition of foreign companies through bidding
- Obligation of Indian party
- Transfer by way of sale of shares of a JV
- Pledge of shares
- Hedging of overseas direct investments
- Investment in foreign securities their than by way of direct investment

ASSIGNMENTS FROM QUESTION BANK:

UNIT 1

MULTIPLE CHOICE QUESTIONS: Q 31-36

SHORT ANSWER QUESTIONS: Q 13, 20, 25, 28

LONG ANSWER QUESTIONS: Q 14, 15, 16, 17, 18, 19, 30, 42

OTHER ASSIGNMENT:

1 ibid 1, Page No. 131, Q 5, 6, 7, 8, 9 and 14

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 114-123

UNIT II

LECTURE 14

INTRODUCTION TO CHANGE MANAGEMENT

OBJECTIVE:

The objective of the lecture is to understand the concept, relevance and process of change for the better performance of the organization.

CONTENTS:

- Introduction to change
- Understanding vitality of change
- Evolution of organizational change
- Organizational growth as a kind of change
- Process of change
 - Unfreezing
 - Changing
 - Refreezing

ASSIGNMENTS FROM QUESTION BANK:**UNIT II**

MULTIPLE CHOICE QUESTIONS: Q 1-10

SHORT ANSWER QUESTIONS: Q 3, 6

LONG ANSWER QUESTIONS: Q 16, 27

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 1

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Page No.193,195

REFERENCE:

1 ibid 3, Page No. 59-67

LECTURE 15

IMPORTANCE AND TYPES OF CHANGE

OBJECTIVE:

The objective of the lecture is to understand the importance and various types of change which can take place in an organization.

CONTENTS:

- Importance of change in the organization
 - Management of risk and uncertainties
 - Brings challenges in the organization
 - Bring new business opportunities
 - Stimuli for improvement
 - To achieve the next desired goal
 - Raises motivation
 - Leads to satisfaction through improvement
- Types of change
 - Strategic Change
 - Structural Change
 - Process-oriented change
 - Cultural change

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 11-20

SHORT ANSWER QUESTIONS: Q 2, 5, 6, 18, 19, 32, 35

LONG ANSWER QUESTIONS: Q 2, 15, 16, 24, 26

OTHER ASSIGNMENT:

1 ibid 4, Page 221, Q 2, 6

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No.197-198

ARTICLE:

1. Skvarciany, V., Iljins, J. & Sarkane, E.G., “Impact of Organizational Culture on Organizational Climate During the Process of Change” Procedia – Social and Behavioral science, December 2015, Vol. 213, No. 3, pp. 134-141.

LECTURES 16-17

FORCES OF CHANGE

OBJECTIVE:

The objective of the lecture is to explore the various forces involved in the change critical for the success of the organization.

CONTENTS:

- Forces affecting change
 - External factors
 - Change in government policies
 - Technological advancements/progress
 - Change in demographic characteristics
 - Market changes
 - Change in economic condition
 - Increase in raw material costs
 - Social pressures
 - Internal Factors
 - Change in leadership
 - Structural reorganization
 - Adoption or implementation of new technology
 - Decline in profitability
 - Productivity
 - Industrial-relations problems

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 21-23

SHORT ANSWER QUESTIONS: Q 5, 6, 10, 23, 30, 31

LONG ANSWER QUESTIONS: Q 12, 20, 22, 28

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 5, 7

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.199-200

LECTURES 18-19

LEVELS OF CHANGE AND CHANGE MODELS

OBJECTIVE:

The objective of the lecture is to understand various levels of change and change models. Also, the importance of each change model.

CONTENTS:

- Levels of change
 - Knowledge Change
 - Attitudinal level change
 - Group level Change
 - Organisational-wide Change
- Change Model
 - Improving efficiency
 - Increasing Effectiveness
 - Cutting or abandoning the unnecessary things

- Enhancing
- Copying/imitation
- Doing different
- Doing impossible

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 25-31

SHORT ANSWER QUESTIONS: Q 22, 23, 38

LONG ANSWER QUESTIONS: Q6, 9, 26

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 3, 7

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.201-202

LECTURE 20

DIAGONISING ORGANISATIONAL CAPABILITY TO CHANGE

OBJECTIVE:

The objective of the lecture is to assess organizational capability to change and the importance of risk elements.

CONTENTS:

- Organizational Culture
- Vision for future
- Commitment of top management
- Risk taking attitude of top management
- Risk taking capabilities of the organization
- Degree of flexibility in organizational systems and overall working

- Effective Communication
- Strong Leadership
- Pool of dedicated managers and senior executives
- Commitment, motivation and participation of work force
- Convergence of organizational goals and individual goals

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 32-33

SHORT ANSWER QUESTIONS: Q 15, 26, 27, 39

LONG ANSWER QUESTIONS: Q 14, 23

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 12

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 200-201

LECTURE 21

CHANGE MANAGEMENT

OBJECTIVE:

The objective of the lecture is to explore the areas of change management with reference to implementation of change management and handling resistance towards change.

CONTENTS:

- Introduction of change management
- Importance of change management
- Advantages of Proper change management
- Resistance to change
 - Job security

- Lack of communication
- Rapidity and extent of change
- Group resistance
- Emotional Turmoil
- Loss of power and control
- Technology
- New practices
 - Acquisitions
 - Woman Power

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 34-37

SHORT ANSWER QUESTIONS: Q 17, 19, 20, 24, 25, 30

LONG ANSWER QUESTIONS: Q 5, 21, 26

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 5

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.203 - 205

LECTURE 22

MANAGEMENT OF ORGANISATIONAL CHANGE

OBJECTIVE:

The objective of the lecture is to understand the implementation of organizational and how it can be managed.

CONTENTS:

- Management of Change

- Participation and involvement
- Communication and education
- Leadership
- Negotiations and agreement
- Willingness for the sake of group
- Timing of change, Empowerment
- Training and development
- Cross-cultural change
- Change Management Strategies
 - Empirical-Rational
 - Normal-Reductive
 - Power-Coercive
 - Environmental-Adaptive

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

MULTIPLE CHOICE QUESTIONS: Q 38-40

LONG ANSWER QUESTIONS: Q 10, 12, 27, 28, 30

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q7, 14

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.207-208

LECTURES 23-24

TECHNOLOGICAL CHANGE

OBJECTIVE:

The objective of the lecture is to understand the concept of technological change and various factors involved and importance of product design.

CONTENTS:

- Concept of Technological Change
- Difference between Technological Change, Technical Change and Technological Progress
- Factors leading to technological change
- Characteristic of technological change
- Product design
- Change in product design
- Reasons for change in Product design
- Process Design
- Change in process design
- Factors necessitating change in process design
- Time frame of change in product and process design
- Channels of technology flow

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q4, 7, 9

LONG ANSWER QUESTIONS: Q8, 29

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 8, 9

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 213,218

LECTURES 25-26

MANAGEMENT OF TRANSFORMATION

OBJECTIVE:

The objective of the lecture is to explore the importance of transformation by which an organization achieves and maintain operational and competitive advantage.

CONTENTS:

- Concept of managing transformation
- Definition of business transformation
 - Change in technology
 - Change in operational concepts
 - Changes in organizational structure
- Implementation transformation
- Introduction of major changes
 - Changing the culture of organization
 - Investment in transformational technologies
 - Process systems engineering
 - Enhanced training
 - Quality improvement
 - Board reconstitution
 - Opti-sizing and VRS
 - Investments in international WOS
 - Encourage innovation
- Consolidation
- Sustenance and growth

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER QUESTIONS: Q 14, 36, 37

LONG ANSWER QUESTIONS: Q 18, 19, 26, 31

OTHER ASSIGNMENT:

1 ibid 4, Page No. 221, Q 13, 14

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 218-221

UNIT III

LECTURES 27-28

INNOVATIONS MANAGEMENT, INVENTION AND INNOVATION

OBJECTIVE:

The objective of the lectures is to explain the concept of innovation and its importance. Also, the students will be made aware of the differences between invention and innovation.

CONTENTS:

- Introduction to Innovation
 - Innovation=Invention + Commercial Exploitation
- Goals for Innovation
 - Improving quality
 - Creation of new markets
 - Extension of the product range
 - Reducing labor costs
 - Improving production processes
 - Reducing materials consumption
 - Reducing environmental damage
 - Replacement of products/ services
 - Reducing energy consumption
 - Conformance to regulations
- Sources for innovation
- Advantages of innovation
- Characteristics of innovation
- Difference between innovation and invention

ASSIGNMENTS FROM QUESTION BANK:

UNIT –III

MULTIPLE CHOICE QUESTIONS: Q 1-10

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 5, 11, 18, 22, 27,34, 35

LONG ANSWER TYPE QUESTIONS: Q 8, 9, 17, 27, 33

OTHER ASSIGNMENT:

- 1 ibid 4, Page No. 103, Q 2,3,8,13(a),14(k)
- 2 ibid 2, Page No. 122, Q 4

SUGGESTED READINGS:**TEXT BOOK:**

- 1 ibid 1, Page No. 71-77

REFERENCES:

1. ibid 2, Page No. 91-95
2. ibid 3, Page No. 67-68

ARTICLES:

1. “Perspectives on Socially Responsible Innovation & New Product Development Utilities in India”, FIIB Business Review, Vol. 1, No. 1, Oct.- Dec. 2014, pp. 32-40.
2. “The greatest innovations of 2013”. <http://in.news.yahoo.com/photos/the-craziest-innovations-of-2013-1387279528-slideshow/>
3. Ranjith P V, Nair Rajesh, Goyal Ela, “Technology Innovation in Marketing”, Asian Journal of Management Technology and Changes, Vol. 3, No. 2, 2012, pp. 59-66.

LECTURE 29**TYPES OF INNOVATION****OBJECTIVE:**

The objective of this lecture is to make student understand the different types of innovations and the various forms involved.

CONTENTS:

- Types of innovations
 - Product, service and process innovations
 - Open and closed innovations
 - Incremental and radical innovations
 - Modular and architectural innovations

- Generic and epochal innovations
- Technovation/ technological innovation
- Different forms of innovation
 - The introduction of a new good
 - The introduction of a new method of production
 - The opening of a new market
 - The conquest of a new source of supply of raw materials or half-manufactured goods
 - The carrying out of the new organization of any industry, like the creation of a monopoly position or the breaking up of a monopoly position

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

MULTIPLE CHOICE QUESTIONS: Q 11-20

SHORT ANSWER TYPE QUESTIONS: Q9, 22, 25, 26, 27, 29, 30, 31,33

LONG ANSWER TYPE QUESTIONS: Q10, 11, 12, 32

OTHER ASSIGNMENT:

1 ibid 4, Page No.103, Q5, 6, 7, 12, 13(d,e)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 78-81

REFERENCES:

1 ibid 2, Page No. 95-100

2 ibid 3, Page No. 72-74

LECTURES 30-31

INNOVATION STRATEGIES

OBJECTIVE:

The objective of the lectures is to make students understand the various innovation strategies which are vital for any organization to consider.

CONTENTS:

- Innovation strategies of an organization depend upon:
 - Govt. support and policies for technology and innovation
 - Risk taking abilities of the organization
 - Risk taking attitude of top management
 - Organizational goals and policies
 - Degree of technological changes
 - Degree of competition
 - Availability of funds
 - Age of organization viz. new vs. old organization
- Innovation strategies
 - Innovation leader
 - Innovation follower
- Change in innovation strategies
 - Strategic framing
 - Scouting R&D
 - Idea portfolio
 - High impact research
 - Target selection
 - Rapid product development
 - Rapid commercialization

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: Q 21-25

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 19, 20, 23, 27, 30, 36

LONG ANSWER TYPE QUESTIONS: Q 3, 4, 30, 31, 34

OTHER ASSIGNMENT:

- 1 ibid 4, Page No. 103 Q1, 4, 9, 14(h)
- 2 ibid 2, Page No. 122 Q 2

SUGGESTED READINGS:**TEXT BOOK:**

- 1 ibid 1, Page No. 92-95

REFERENCE:

- 1 ibid 2, Page No. 125-149

LECTURE 32**CONCURRENT ENGINEERING****OBJECTIVE:**

The objective of this lecture is to explain the concept of concurrent engineering and its relevance in today's business environment.

CONTENTS:

- Concurrent engineering concept
 - Product/ service ideas
 - Technical and financial feasibility
 - Product/ service design
 - Preliminary design
 - Prototype manufacture
 - Market feedback
 - Performance test results
 - Design modifications
 - Final product design
 - Process design
 - Selection of specific process
 - Vertical integration studies
 - Process/ product studies
 - Equipment studies

- Production procedure
- Facilities studies
- Design modifications
- Final process design
- Production and marketing of new product or service

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: Q 26-30

SHORT ANSWER TYPE QUESTIONS: Q 23, 32, 33

LONG ANSWER TYPE QUESTIONS: Q 15, 26

OTHER ASSIGNMENT:

1 ibid 4, Page No. 103, Q 13(b,c),14(b,c,d,e)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 86-88

REFERENCES:

1 ibid 2, Page No.108-115

2 ibid 3, Page No. 104-109

LECTURES 33-34

INNOVATION PROCESS

OBJECTIVE:

The lectures will help the students to understand the innovation process at national level, enterprise level and at an individual level.

CONTENTS:

- Innovation process
 - Innovation process requires support at various levels, material, enterprise and individual
 - National level: national govt. policies and support
 - Adequate science and technology
 - Supporting infrastructure
 - Financial support and subsidies for R &D etc
 - Enterprise level: depends on top management's support and commitment
 - Identification of all distinct technologies, sub technologies to be exploited for commercial use
 - Assessment of organizational capability
 - Defining strategies for innovation
 - Individual level
- Innovation process at enterprise level
 - Linear model of innovation
 - Innovative process flexible model

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: Q 31-34

SHORT ANSWER TYPE QUESTIONS: Q 3, 4, 7, 8, 17, 38

LONG ANSWER TYPE QUESTIONS: Q 3, 4, 12, 13, 28, 29

OTHER ASSIGNMENT:

1 ibid 4, Page No. 103, Q 10, 11, 14 (a,f,m)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 81-86

REFERENCES:

1 ibid 2, Page No. 101-107

2 ibid 3, Page No. 69-71

LECTURE 35

ECONOMIES OF INNOVATION

OBJECTIVE:

The lectures will help the students to understand the various costs and benefits involved in the innovation

CONTENTS:

- Innovation has a high degree of failure rate
 - The better mousetrap no one wanted
 - The me-too product meeting a competitive brick wall
 - Competitive one-upmanship
 - Environmental ignorance
 - Technological dog products
 - The price crunches

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

MULTIPLE CHOICE QUESTIONS: Q 35-41

SHORT ANSWER QUESTIONS: Q 10, 11, 12, 13, 14

LONG ANSWER QUESTIONS: Q 7, 9, 14, 16, 33

OTHER ASSIGNMENT:

1 ibid 1, Page No.103, Q 14(i)

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 88-91

REFERENCES:

- 1 ibid 2, Page No. 156-171
- 2 ibid 3, Page No. 91-92

LECTURE 36**INNOVATION MANAGEMENT****OBJECTIVE:**

The objective of the lecture is to make students understand the process of managing innovations in organizations.

CONTENTS:

- Management of innovation
 - Failures to be identified and screened out
 - Exceptional productivity concentrated among a few people
 - Strong integration and orchestration of cross functional activities
 - Top management's commitment and support
 - Building a unified and committed multifunctional team
 - Supporting organizational culture and environment

ASSIGNMENTS FROM QUESTION BANK:**UNIT III**

SHORT ANSWER TYPE QUESTIONS: Q 9, 10, 12

LONG ANSWER TYPE QUESTIONS: Q 21, 25

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 103, Q14 (j,k,l)

SUGGESTED READINGS:**TEXT BOOK:**

- 1 ibid 4, Page No. 93,95

REFERENCES:

- 1 ibid 2, Page No. 188-202
- 2 ibid 3, Page No. 85-88

UNIT- IV**LECTURE 37****CREATIVE THINKING****OBJECTIVE:**

To make the students understand the concept of creative thinking by focusing on its meaning, features, elements and importance.

CONTENTS:

- Meaning
- Elements of creativity
 - Fluency
 - Flexibility
 - Originality
 - Awareness
 - Motivation
- Characteristics
- Role in organizational growth
- Factors hindering creativity
- Management of creativity

ASSIGNMENTS FROM QUESTION BANK:**UNIT IV**

MULTIPLE CHOICE QUESTIONS: Q 1-10

SHORT ANSWER TYPE QUESTIONS: Q 1, 7, 8, 17, 20, 22, 27, 28

LONG ANSWER QUESTIONS: Q 7, 8, 9, 23, 24, 26, 29

OTHER ASSIGNMENT:

1 ibid 4, Page No. 69, Q 4, 5, 6

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 47-52

LECTURE 38

GROUP CREATIVITY

OBJECTIVE:

The objective of this lecture is to make the student understand the concept of group creativity and techniques of it.

CONTENTS:

- Meaning of group creativity
- Techniques of creativity
 - Brainstorming
 - Slip writing
 - Manipulative verbs
 - Attribute analysis
 - Reversal
 - Trigger concepts

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: Q 11-18

SHORT ANSWER TYPE QUESTIONS: Q 11, 15, 16, 18, 19, 24, 37

LONG ANSWER QUESTIONS: Q 11, 18, 25

OTHER ASSIGNMENT:

1 ibid 1, Page No. 69, Q 13, 14, 15

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 55-56

LECTURE 39

LATERAL THINKING

OBJECTIVE:

The objective of this lecture is to have an overall outlook on the concept of lateral thinking and how it is different from linear thinking.

CONTENTS:

- Lateral thinking
- Linear thinking
- Difference between lateral and linear thinking
- Techniques of lateral thinking
 - Suspending judgement
 - Dismantling
 - Reversal of problem
 - Use of metaphors and analogies
 - Use of random words
- Check list
- Morphological analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: Q 19-25

SHORT ANSWER TYPE QUESTIONS: Q 3, 4, 13, 14

LONG ANSWER QUESTIONS: Q 11, 17, 19, 21,22, 24

OTHER ASSIGNMENT:

1 ibid 1, Page No. 69, Q7, 12

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 52-55

ARTICLE:

1 Andrija Buljac, “Lateral thinking: Creativity step by step”, Journal of Fakultet strojarstva i brodogradnje, 2015, Vol. 6, <https://www.fsb.unizg.hr/brodogradnja/UZIR-Essay-Buljac-Andrija.pdf>

LECTURE 40

PROBLEM SOLVING APPROACH

OBJECTIVE:

The objective of this lecture is to understand the concept of problem solving and how it is practically done in real life scenario. Focus would be on various tools and techniques.

CONTENTS:

- Introduction to problem solving skills
- Tools of problem solving
 - Appreciation
 - Drill down
 - Cause and effect diagram
 - Flow charts
 - System diagrams
 - SWOT analysis
 - Pest analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

MULTIPLE CHOICE QUESTIONS: Q 26-40

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 12, 15, 21

LONG ANSWER QUESTIONS: Q 3, 4, 6, 11, 13, 16, 20

SUGGESTED READINGS:

TEXT BOOK:

1 *ibid* 1, Page No. 56

LECTURE PLAN

FINANCIAL MANAGEMENT

MS 104

COURSE OUTLINE
MBA-II SEMESTER
FINANCIAL MANAGEMENT - MS 104

L - 4 Credits - 04

OBJECTIVES

The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

INTERNAL ASSESSMENT AND ASSIGNMENT **25 marks**

- | | |
|-----------------------------------|----------|
| 1. Class Test-II - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

A. NATURE AND SCOPE OF FINANCIAL MANAGEMENT

- Financial Objectives;
- Impact of Financial and Economical Environment on Financial Management;
- Time Value of Money including
 - Pension Funds,
 - Computation of EMI,
 - Annuity,
 - Annuity Due
- Funds Flow Analysis;
- Cash Flow Statement and its Interpretation (AS-3)
- Financial Statement Analysis
- Ratio Analysis
- Common Size Statements
- Du Pont Analysis (14 Hours)

B. PLANNING FOR SOURCES OF FINANCE (DOMESTIC AND INTERNATIONAL);

- Capital Structure
 - Net Income Approach
 - Net Operating Income Approach
 - Traditional Approach
 - MM Approach
- Cost of Capital
- EBIT-EPS Analysis
- Capital Gearing/Debt Equity Ratio
- Generation of Internal Funds (14 Hours)

C. CAPITAL BUDGETING

- Conventional and DCF Methods
- Inflation and Capital Budgeting
- Risk Analysis and Capital Budgeting
 - Certainty Equivalent Factor
 - Risk Adjusted Discounting Rate
 - Decision Tree
- Independent and Dependent Risk Analysis
 - Replacement Decisions
 - Sensitivity Analysis
 - Basic International Capital Budgeting.

(14 Hours)

D. RETAINED EARNING VS. DIVIDEND DECISION;

- Models of Dividend
 - Gordon Model
 - Walter Model
 - MM Approach
 - Lintner Model
- Planning of Funds Through Management of Assets - Fixed and Current:
- Working Capital Management;
 - Management of Cash (Various Theoretical Models)
 - Inventories (Including Risk Analysis)
 - Receivables
- Operating Cycle

(14 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Financial Management and students are advised to go through the material for thorough understanding of the subject.

The students are expected to actively participate in the discussions in the class so that they may be able to gain insights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** Van Horne, J., C, Dhamija S.
Title: Financial Management and Policy
Edition: 12th and Year: 2012
Publisher: Pearson Education

(ibid 1)

2. **Author's Name(s):** Pandey I.M
Title: Financial Management
Edition: 11th and **Year:** 2015
Publisher: Vikas Publishing House Pvt Ltd.

(ibid 2)

➤ **REFERENCE BOOKS**

1. **Author's Name(s)** R.P. Rustagi
Title: Financial Management- Theory, Concepts and Problems
Edition: 6th **Year:** 2014
Publisher: Taxmann Publications

(ibid 3)

2. **Author's Name(s):** Prasanna Chandra
Title: Financial Management- Theory and Practice
Edition: 9th**Year:** 2015
Publisher: Tata McGraw Hill

(ibid 4)

3. **Author's Name(s):** Maheshwari, S.N.
Title: Financial Management – Principles & Practice
Edition: 14th and Enlarged **Year:** 2014
Publisher: Sultan Chand & Sons

(ibid 5)

4. **Author's Name(s) :** Khan, M Y and Jain P.K
Title: Financial Management- Text, Problems and Cases
Edition: 7th**Year:** 2015
Publisher: Tata McGraw Hill

(ibid 6)

➤ **JOURNALS:**

1. The Chartered Accountant
2. Finance India
3. Effulgence
4. The Chartered Secretary
5. The IUP Journal of Applied Finance
6. Vikalpa
7. The IUP Journal of Bank Management
8. BVIMR Management Edge
9. Journal of Financial Management

LECTURES 1-2

UNIT-I

NATURE AND SCOPE OF FINANCIAL MANAGEMENT

OBJECTIVE:

Finance is the lifeblood and nerve center of a business. No business, whether big, medium or small can be started without an adequate amount of finance. The finances of the company need apposite management. The lecture aims to make the students understand the concept, scope and importance of Financial Management.

CONTENTS:

- Meaning and Scope of Financial Management
- Objectives of Financial Management
- Agency Problem
- Organization of Finance Function
- Emerging role of Finance managers in the changing scenario
- Methods of Financial Management
- Relationship between Financial Management and other Areas of Management
- Organization of the Finance Function
- Importance of Financial Management
- Financial Forecasting
- Financial management: Science or art

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit I, Section II, Q 1-7, 26, 27
- 2 Unit I, Section III, Q 1-3,14,16, 22 – 25, 27 - 28

OTHER ASSIGNMENTS:

1. ibid 1, Page No. A1.31-A1.34, Q 1-26
2. ibid 2, Page No.1.25 - 1.26, Q1.1-1.16
3. ibid 3, Page No. 21-24, Q 1-28
4. ibid 4, Page No.22, Q1-14

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 3-8
- 2 ibid 2, Page No. 2-15

REFERENCE BOOKS:

- 1 ibid 3, Page No. 3-21
- 2 ibid 4, Page No. 3-20
- 3 ibid 5, Page No. A.1.3-A.1.30

ARTICLE:

- 1 Mohammed Benlemlih “Corporate Social Responsibility and Firm’s financing decisions: A literature review” Journal of Multinational Financial Management, Volumes 41 - 42 (2017), pp. 1-10.

LECTURES 3-5

TIME VALUE OF MONEY

OBJECTIVE:

The concept of interest is one of the central ideas of finance. Individuals and business organizations frequently encounter situations that involve cash receipts and disbursements over several periods of time because of which interest rates become vital to any business organization. Time value of money is integral in making the best use of a financial player's limited funds. The lectures aim to familiarize the students with the concept of time value of money and the various valuation concepts associated with it.

CONTENTS:

- Time value of money
- Rationale
- Techniques
 - Compounding Techniques
 - Discounting Techniques
 - PV of future cash flows
 - PV of perpetuity
 - PV of annuity

- PV of annuity due
- PV of growing annuity and perpetuity
- Practical Applications of Compounding and Present Value Techniques
- Computation of EMI
- Annuity
- Annuity Due

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit I, Section II, Q 8-10, 28
- 2 Unit I, Section III, Q 11, 26, 29- 31
- 3 Unit I, Section IV, Q 1-5, 18 – 20,25, 27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. A2.13-A2.15, Essay Type 1-10, Practical: Q 1-11
- 2 ibid 2, Page No. 2.31-2.36, Q2.1-2.17
- 3 ibid 3, Page No. 40-42, Q 2.1-2.9
- 4 ibid 4, Page No. 163-170, Q 6.1-6.38

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 9-38
- 2 ibid 2, Page No. 17-65

REFERENCE BOOKS:

- 1 ibid 3, Page No. 25-40
- 2 ibid 4, Page No.139-161
- 3 ibid 5, Page No. A.2.1-A.2.12

ARTICLES:

1. Siddiqui Shamim Ahmad, “The Controversy over Time Value of Money among Contemporary Muslim Economists”, Journal of Management and Social Sciences Vol. 2, No. 2, Fall 2006, pp. 144-153.
2. Mohamed Fairouz Abdul Khir, “The Concept Of The Time Value Of Money: A Shari‘Ah Viewpoint”, International Journal of Islamic Banking & Finance, Vol. 3, Issue 2, September, 2013, pp. 256-264.

3. Chendroyaperumal C., “Time Value of Money – What it is really?” SSRN Financial Electronic Journal, Vol 3, June 2016, pp 234-254.

LECTURES 5-6

FUNDS FLOW ANALYSIS

OBJECTIVE:

Funds flow analysis is an important financial tool, which analyze the changes in financial position of a firm showing the sources and applications of its funds. It provides useful information about the firm's operating, financing and investing activities during a particular period. The objective of the lecture is to explain to the students and help them better estimate the company's financial position and policies.

CONTENTS:

- Meaning of Funds Flow Statement
- Uses of Funds Flow Statement
- Funds Flow Statement and Income Statement
- Preparation of Funds Flow Statement
 - Sources of Funds
 - Application of Funds
- Special considerations for FFO
 - Provision for Taxation and
 - Proposed Dividend
- Statement of Changes In Financial Position
- Adjustments to be taken care of

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit I, Section II, 11
- 2 Unit I, Section III, Q 4,15,16,17
- 3 Unit I, Section IV, Q 6-8, 21, 28

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. B3.40-B3.48, Essay Type: Q 1-9, Practical: Q1-14
- 2 ibid 3, Page No. 147-151, Q 4.1-4.4
- 3 ibid 4, Page No. 97-109, Q4.1-4.8

SUGGESTED READINGS:

TEXTBOOK:

1. ibid 1, Page No. 727-760
2. ibid 2, Page No. 548-562

REFERENCE BOOKS:

1. ibid 3, Page No.105-123
4. ibid 5, Page No. B.3.1-B.3.21

ARTICLE:

1. Addisu Tesema Tanga, “Fund Flow Analysis: A Case Study of Regency Ceramics Limited In India”, Vol. 4, Issue 6, June 2014, pp. 23-37.

LECTURES 7-10

CASH FLOW ANALYSIS

OBJECTIVE:

The importance of cash flow statement lies in the fact that it explains the changes in cash and gives insight to the company's operating, investing and financial activities. Also, cash flow statement will unveil the company's ability to generate cash to meet its short-term obligations, thereby assessing if company's liquidity and solvency position is sound. These lectures will enable the students to understand the meaning, utility and limitations of Cash Flow Analysis.

CONTENTS:

- Meaning of Cash Flow Statement
- Preparation of Cash Flow Statement
- Difference between Funds Flow Statement and Cash Flow Statement
- Utility of Cash Flow Analysis
- Limitations of Cash Flow Analysis
- AS-3(Revised) : Cash Flow Statement

ASSIGNMENTS FROM QUESTION BANK:

1. Unit I, Section II, Q 11-14
2. Unit I, Section III, Q 5-7,18,19,20
3. Unit I, Section IV, Q 9-10,19,20, 22

OTHER ASSIGNMENTS:

1. ibid 1, Page No. B4.41-B4.49, Essay Type: Q 1-4, Practical: Q1-13
2. ibid 2, Page No. 5.25, Q5.1-5.7
3. ibid 3, Page No. 147-151, Q 4.1-4.4
4. ibid 4, Page No. 97-109, Q4.1-4.8

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 727-760
2. ibid 2, Page No. 548-562

REFERENCE BOOKS:

1. ibid 3, Page No. 105-123
2. ibid 4, Page No. 50-57
5. ibid 5, Page No. B.4.1-B.4.49

ARTICLES:

1. Jaan Alver, "Preparation and Analysis of Cash Flow Statements: The Net Profit Approach and Operating Profit Approach", Vol. 56, No. 3, 2009, pp. 93 – 105.
2. Steven F. Orpurt, YoonseokZang, "Do direct cash flow disclosures help predict future operating cash flows and earnings?", The Accounting Review, Vol. 84, No. 3, 2016, pp. 893 – 935.
3. Ehsan Khansalar, Mohammad Namazi, "Cash flow disaggregation and prediction of cash flow", Journal of Applied Accounting Research, Vol. 18 Issue: 4, 2017, pp. 464-479.
4. Mwila Mulenga & Meena Bhatia "The Review of Literature on the Role of Earnings, Cash Flows and Accruals in Predicting of Future Cash Flows", Accounting and Finance Research, Vol. 6, No. 2, 2017.

LECTURE 11-13

RATIO ANALYSIS

OBJECTIVE:

Ratio analysis is an important tool for analyzing the company's financial performance. Different users such as investors, management, bankers and creditors use ratios to analyze the financial situation of the company for their decision-making purpose. The lecture aims to explain the interpretation and application of the financial ratios of a firm.

CONTENTS:

- Ratio Analysis
- Types of Ratios
 - Liquidity ratios
 - Profitability ratios
 - Turnover ratios
 - Leverage Ratios
- Analyze the Common Size Statement
- Importance and limitations of ratio analysis
- Du Pont Analysis

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit I, Section II, 12 – 14, 17 – 19, 25
- 2 Unit I, Section III, Q 6,7,12,13,15,17,21
- 3 Unit I, Section IV, Q 7, 8, 13, 23, 24 ,26

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. B2.92-B2.106, Essay Type: Q 1-22, Practical: Q1-25
- 2 ibid 2, Page No. 6.52-6.81, Q 6.1- 6.23
- 3 ibid 3, Page No. 99-104, Q 3.1-3.11
- 4 ibid 4, Page No. 97-109, Q4.1-4.8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 691-706
- 2 ibid 2, Page No. 581-608

REFERENCE BOOKS:

- 1 ibid 3, Page No. 45-76
- 2 ibid 5, Page No. B.2.1-B.2.106

ARTICLES:

- 1 Florenz C. Tugas, “A Comparative Analysis of the Financial Ratios of Listed Firms Belonging to the Education Subsector in the Philippines for the Years 2009-2011”,

International Journal of Business and Social Science Vol. 3, No. 21; November 2012, pp. 234-254.

- 2 Ivica Pervan, Tamara Kuvek, “The Relative Importance Of Financial Ratios And Nonfinancial Variables In Predicting Of Insolvency”, Croatian Operational Research Review (CRORR), Vol. 4, 2013, pp. 19-29.
- 3 Enekwe Chinedu Innocent, Okwo Ifeoma Mary, Ordu Monday Matthew, “Financial Ratio Analysis as a Determinant of Profitability in Nigerian Pharmaceutical Industry”, International Journal of Business and Management; Vol. 8, No. 8; 2013, ISSN 1833-3850, E-ISSN 1833-8119, pp.145-158.
- 4 Tiwari Anshuja, Firdous Ahmad Parray, “Analysis of Short-Term Financial Position – A Case Study Of Ranbaxy Ltd”, APJEM, Arth Prabandh: A Journal of Economics and Management, Vol.1 Issue 6, September 2012, pp. 25-40.
- 5 Enekwe Chinedu Innocent, Okwo Ifeoma Mary, Ordu Monday Matthew, “Financial Ratio Analysis as a Determinant of Profitability in Nigerian Pharmaceutical Industry”, International Journal of Business and Management; Vol. 8, No. 8; 2016, pp. 123-145.
- 6 Sweta Singh,” Ratio Analysis in Manufacturing Sector-A Study”, International Journal of Innovative Research in Engineering & Management, ISSN: 2350-0557, Volume-4, Issue-4, July-2017 pp. 690-693.
- 7 S. Saigeetha, Dr. S.T. Surulivel, “A Study on financial performance using ratio analysis of BHEL, TRICHY”, International Journal of Innovative Research in Management Studies Volume 2, Issue 3, April 2017. pp.31-39.

LECTURES 14-19

CAPITAL STRUCTURE

OBJECTIVE:

For stock investors that favor companies with good fundamentals, a strong balance sheet is an important consideration for investing in a company's stock. A company's reasonable, proportional use of debt and equity to support its assets is a key indicator of balance sheet strength. A healthy capital structure that reflects a low level of debt and a corresponding high level of equity is a very positive sign of financial fitness. Thus, it is imperative for the students to understand the importance of capital structure, capital structure theories and practices. These lectures will help the students to understand the basics of capital structure and the concepts associated with it.

CONTENTS:

- Meaning of Capital Structure
- Capital Structure and Financial Structure
- Patterns of Capital Structure

- Point of Indifference
- Optimum Capital Structure
- Capital Structure Theories
 - Net Income Approach
 - Net Operating Income Approach
 - Modigliani –Miller Approach
- Factors determining Capital Structure
- Capital Structure Practices in India

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit II, Section II, Q 1-8 ,15
- 2 Unit II, Section III, Q 1-14, 43, 44, 47, 48
- 3 Unit II, Section IV, Q 1-13, 37,41

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. D2.49-D2.56 Essay Type Q 1-24, Practical Q1-16
- 2 ibid 2, Page No. 19.32 – 19.43, Q 19.1- 19.18
- 2 ibid 3, Page No. 429-432, Q 13.1-13.8
- 3 ibid 4, Page No. 489 - 491, Q 19.1-19.6

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 251-275
- 2 ibid 2, Page No. 342-374

REFERENCE BOOKS:

- 1 ibid 3, Page No.411-428
- 2 ibid 4, Page No.465-486
- 3 ibid 5, Page No. D.2.1-D.256

ARTICLES:

- 1 Yamini Agarwal, K.C. Iyer and Surendra S. Yadav, “Capital Structure Decision: A Behavioural Study on Multiple Objectives Framework”, Finance India, Vol. XXIII, No. 2, June 2010, pp. 431 - 468
- 2 Neha Mittal, “Determinants of corporate capital structure of Indian industries”, Journal of Accounting and Finance, Vo. 25, No. 1, October 2010 – March 2011, pp. 32 – 40.

- 3 Puja Aggarwal and BarnaliChaklader, “Bonus Debenture as an innovative financial instrument”, The Chartered Accountant, September 2011, Vol. 60, No. 3, pp. 97 – 100.
- 4 R. Zeitun,G. G. Tian, “Capital structure and corporate performance: evidence from Jordan”, Australasian Accounting Business and Finance Journal, Vol. 1 ,No. 4, December, 2007, pp 40-61.
- 5 Nagesha H G & T P Renuka Murthy, “The Effect of Capital Structure on Profitability (An Empirical Study on Indian Cement Industry in BSE)”, International Journal of Multidisciplinary Research, Vol-2, Issue-II, February 2017, pp 28-38.
- 6 Aggarwal, D. and Padhan, P.C. (2017) Impact of Capital Structure on Firm Value: Evidence from Indian Hospitality Industry, Theoretical Economics Letters, 2017, 7, pp 982-1000.

LECTURES 20-21

LEVERAGES

OBJECTIVE:

Leverage refers to the use of fixed costs in an attempt to increase the profitability. Leverage affects the level and variability of the firm's after tax earnings and hence, the firm's overall risk and return. The lectures will make the students aware of the effects of financing or debt equity mix on shareholders earnings and risk

CONTENTS:

- Meaning of Leverage
- Types of Leverage
 - Operating Leverage
 - Financial Leverage
- Significance of Operating And Financial Leverage
- Relation between total leverage and total risk of the firm

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit II, Section II, Q 7
- 2 Unit II, Section III, Q 21,33-41
- 3 Unit II, Section IV, Q 22-29,32,34,36, 39,42,

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. D10.22-D10.26, Essay Type Q 1-8, Practical Type Q1-11
- 2 ibid 2, Page No. 18.23-18.43, Q18.1-18.13
- 3 ibid 3, Page No. 384-386, Q 11.1-11.5
- 4 ibid 4, Page No. 513-520, Q 20.1-20.9

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 2, Page No. 316-329

REFERENCE BOOKS:

- 1 ibid 3, Page No.367- 374
- 2 ibid 4, Page No.499 – 502
- 3 ibid 5, Page No. D.10.1-D.10.26

ARTICLES:

- 1 Dr. M. Ramana Kumar, “An Empirical Study on Relationship between Leverage and Profitability in Bata India Limited”, International Journal of Advance Research in Computer Science and Management Studies, Vol. 2, No. 5, May 2014, pp. 98-110.
- 2 Dr. E. B. Khedkar, ‘A Study of Leverage Analysis And Profitability For Dr Reddy’s Laboratories’, International Journal of Research in Engineering and Social Sciences, Vol. 5, No. 5, May 2016, pp.178-189.
- 3 Pascal Nguyen, (2017) "Asset risk and leverage under information asymmetry", The Journal of Risk Finance, Vol. 18 Issue: 3, pp.303-310.
- 4 Dell'ariccia, G., Laeven, L. and Suarez, G. A. (2017), Bank Leverage and Monetary Policy's Risk-Taking Channel: Evidence from the United States. The Journal of Finance, 72: 613–654.

LECTURES 22-23

COST OF CAPITAL

OBJECTIVE:

The cost of capital is the measurement of the sacrifice made by investors in order to invest with a view to get a fair return in future on his investments as a reward for the postponement of his present needs. On the other hand, from the point of view of the firm using the capital, cost of capital is the price paid to the investor for the use of capital provided by him. Thus, cost of capital is reward for the use of capital. The lectures aim to make the students aware of the concept and importance of cost of capital.

CONTENTS:

- Concept of cost of capital
- Importance of cost of capital
- Classification of cost of capital
- Controversy regarding cost of capital
- Determination of cost of capital
- Computation of Specific Cost
 - Cost of Debt
 - Cost of Preference Shares And
 - Cost of Equity
 - Cost of Retained Earnings
- Weighted Average Cost of Capital

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit II, Section II, Q 9-12,14
- 2 Unit II, Section III, Q 15-20, 22, 23, 25-28, 30-32, 42, 45, 46, 49 - 51
- 3 Unit II, Section IV, Q 14-21,31, 33, 35, 38, 40,47,48

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. D9.34-D9.38, Essay Type Q 1-22, Practical Q1-11
- 2 ibid 2, No. 11.26-11.46, Q 11.1-11.19
- 3 ibid 3, Page No. 361-366, Q10.1-10.15
- 4 ibid 4, Page No. 384-389, Q 14.1-14.12

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 2, Page No. 187-204

REFERENCE BOOKS:

- 1 ibid 3, Page No. 327-346
- 2 ibid 4, Page No.366-385
- 3 ibid 5, Page No. D.9.1-D.9.38

ARTICLES:

- 1 S.P. Kothari, Xu Li, James E. Short, “The effect of disclosures by management, analysts and business press on cost of capital, return volatility and analyst forecasts: a study using content analysis”, *The Accounting Review*, Vol. 84, No. 5, 2009, pp. 1639 – 1670.
- 2 Pradeep Kumar Singh, “Intangible Assets and market capitalization – A case study of FMCG companies in India”, *The Chartered Accountant*, Vol. 59, No. 11, pp. 78 – 82.
- 3 Richard Lambert, Christian Leuz, Robert E. Verrecchia, “Accounting Information, Disclosure, and the Cost of Capital”, August 2006, pp. 90-110.
- 4 Jakub W. Jurek, Erik Stafford, “The Cost of Capital for Alternative Investments”, *Harvard Business Review*, Vol. 9, 2016, pp. 134-145.
- 5 M. Waliuddin Wong Yik Fui, S. Shaharuddin, A. Hisham, “Corporate social responsibility disclosure and cost of equity capital in industrial product industry”, *Journal of Humanities, Language, Culture and Business (HLCB)* Vol. 1: no. 2 (2017) pp.168-180.

LECTURES 24-25

EBIT-EPS ANALYSIS

OBJECTIVE:

These lectures will enable the students to analyse the behaviour of EPS in response to changes in leverage and EBIT.

CONTENTS:

- Introduction to EBIT-EPS Analysis
- Constant EBIT with different financing patterns
- Varying EBIT with different financing patterns
- Financial Break even level
- Indifference point

ASSIGNMENTS FROM QUESTION BANK:

- 1 Unit II, Section II, Q 5-6,
- 2 Unit II, Section III, Q 12
- 3 Unit II, Section IV, Q 1-5, 30, 36, 37,49

OTHER ASSIGNMENTS:

- 1 *ibid* 1, Page No. D2.50-D2.56, Essay Type Q 13,14, 19, 21, Practical Q 1-7
- 2 *ibid* 2 Page No. 18.21-18.43,Q18.1-18.13

- 3 ibid 4, Page No. 537 Q1, Page No. 514-521, Q 20.1-20.9
- 4 ibid 5, Page No. 320-322, Q1-8

TEXT BOOKS:

- 1 ibid 1, Page No. 285-293

REFERENCE BOOK:

- 1 ibid 3, Page No 388-392

LECTURES 26-28

CAPITAL BUDGETING

OBJECTIVE:

Capital expenditures can be very large and have a significant impact on the firm's financial performance. Besides, the investments take time to mature and capital assets are long-term, therefore, if a mistake were done in the capital budgeting process, it will affect the firm for a long period of time. Thus, the study of the planning process used to determine a firm's expenditures on assets whose cash flows are expected to extend beyond one year such as new machinery, equipment, etc. is very crucial. The objective of this lecture is to make the students understand the concept of long term investment decisions, i.e. capital budgeting decision.

CONTENTS:

- Introduction
- Meaning and nature of capital budgeting
- Assumptions
- Importance and difficulties in the decision
- Kinds of capital investment proposals
- Factors affecting capital investment decisions
- Cash flows v Accounting profits
- Estimation of costs and benefits of a proposal
 - Initial cash flows
 - Subsequent cash flows
 - Terminal cash flows
- Computation of capital investment required
- Introduction to techniques of capital budgeting

ASSIGNMENTS FROM QUESTION BANK:

1. Unit IV, Section III, Q 1, 2, 4, 15
2. Unit IV, Section IV, Q 1-4

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 9.46 – 9.77, Q 9.1 – 9.15
2. ibid 4, Page No.325 - 329, Q 12.1-12.5

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 133-143
2. ibid 2, Page No. 156-158

REFERENCE BOOKS:

1. ibid 3, Page No. 183-195
2. ibid 4, Page No. 309 – 325
3. ibid 5, Page No. D 5.1– D. 5.13
4. ibid 6, Page No. 9.3 – 9.46

ARTICLES:

1. Maureen F. McNichols and Stephen R. Stubben, “Does earnings management affect firm’s investment decisions?”, *The Accounting Review*, Vol. 83, No. 6, Nov. 2014, pp. 1571 – 160.
2. Stewart C. Myers; Stuart M. Turnbull, *Capital Budgeting and the Capital Asset Pricing Model: Good News and Bad News*, *The Journal of Finance*, Vol. 32, No. 2, 2016, pp. 90-102.
3. Batra Roopali & Verma Satish, “Capital budgeting practices in Indian companies”, *IIMB Management Review*, Vol. 29, Issue 1, March 2017, pp. 29-44.

LECTURES 29-32

CAPITAL BUDGETING - TECHNIQUES

OBJECTIVE:

The various techniques used for evaluating the capital budgeting decisions will be discussed in these lectures.

CONTENTS:

- Payback period
 - Merits
 - Demerits
 - Suitability
- Accounting Rate of Return
 - Method
 - Demerits
 - Merits
- Net Present Value Method
- Internal rate of return
- Relationship between payback period reciprocal and rate of return
- Comparison between IRR and NPV approach
- Conflict in results under NPV and IRR
- Capital rationing
- Inflation

ASSIGNMENTS FROM QUESTION BANK:

1. Unit III, Section III, Q 3, 5 – 13, 16 – 18,26,27, 28- 30
2. Unit III, Section IV, Q 5 – 12,16,17, 20,21

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 180-185, Solved Problems - 8.1-8.5 & Unsolved Problems – 1-20
2. ibid 4, Page No. 305 – 308, Q 11.1 – 11.9
3. ibid 5, Page No. D 5.69– D. 5.83, Essay Type Q. 1 – 20, Practical Q1 - 31
4. ibid 6, Page No. 9.46 – 9.78, Q 9.1 – 9.14, Page No. 10.48 – 10.50, Q 10.1- 10.14

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 144-154
2. ibid 2, Page No. 159-176

REFERENCE BOOKS:

1. ibid 3, Page No. 203-226

- 2 ibid 4, Page No. 285-304
- 4 ibid 5, Page No. D 5.13– D. 5.69
- 4 ibid 6, Page No. 9.3 – 9.46, 10.1 – 10.47

ARTICLES:

1. Sengupta Sabyasachi, “Resort to Adjusted Present value (outlook of a practitioner)”, The Chartered Accountant, Vol. 61, No. 12, June 2013, pp. 135 – 141.
2. CA SandeshMundra and Sanjay Christian, “Relevance of financial budgeting (cost estimated for projects in construction sector), The Chartered Accountant, Vol. 62, No. 2, August 2013, pp. 317-323.
3. Shveta Singh, P.K. Jain, Surendra S. Yadav, (2012) "Capital budgeting decisions: evidence from India", Journal of Advances in Management Research - Emerald, Vol. 9 Issue: 1, pp.96-112, <https://doi.org/10.1108/09727981211225671>

LECTURES 33-37

CAPITAL BUDGETING – RISK ANALYSIS

OBJECTIVE:

The importance of risk dimension in capital budgeting cannot be over-stressed. In fact, profitability and risk are closely related. The project which is highly profitable may also have higher risk. The tradeoff between risk and profitability has a bearing on the investor perception of the firm before and after the acceptance of a specific proposal, which makes it even more important to explain the evaluation of capital budgeting decisions under conditions of risk and uncertainty.

CONTENTS:

- Risk analysis in capital budgeting
- Conventional Techniques of risk analysis
 - Payback Period
 - Risk Adjusted Discount Rate (RADR)
 - Certainty Equivalent (CE)
 - Sensitivity Analysis
- Statistical Techniques
 - Expected value of probability distribution

- Standard deviation
- Coefficient of variation
- Simulation analysis
- Decision tree approach

ASSIGNMENTS FROM QUESTION BANK:

1. Unit III, Section III, Q 14, 19 – 25, 31, 32
2. Unit III, Section IV, Q 13 – 15, 17

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 292-294, Problems: Q1-8
2. ibid 5, Page No. D6.19 – D6.22, Essay Type Q1 1- 9, Practical Q1 - 8
3. ibid 6, P.12.45 – P.12.48, Q 12.1-12.16
4. ibid 4, Page No. 357 – 363, Q 13.1 – 13.5, Page No.408-410, Q 15.1 – 15.6

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 165-188
- 2 ibid 2, Page No. 270-288

REFERENCE BOOKS:

- 1 ibid 3, Page No. 281-303, 259- 271
- 2 ibid 4, Page No. 309 – 325, 393 – 407
- 3 ibid 5, Page No. D6.1 – D6.18
- 4 ibid 6, Page No. 12.1 – 12.45

ARTICLE:

- 1 Lal Liyakatali G., “Sensitivity Analysis with MS-Excel – Data Table and Scenario Manager”, The Chartered Accountant, Vol. 58, No. 4, Oct. 2009, pp. 646 – 651.
- 2 RH Pike & SSM Ho, “Risk analysis in capital budgeting: Barriers and benefits”, Omega – Elsevier, Volume 19, Issue 4, 2016, pp. 235-245, [https://doi.org/10.1016/0305-0483\(91\)90042-R](https://doi.org/10.1016/0305-0483(91)90042-R).

LECTURE 38 – 41

UNIT-IV

DIVIDEND DECISION

OBJECTIVE:

The third major decision of a company is the distribution of profits of the company to its stockholders. The objective of this lecture is to make the students understand the distribution techniques, concept of dividend and to learn the various models of dividend decision.

CONTENTS:

- Introduction
 - Meaning
 - Nature and significance of dividend decision
- Dividend policy
 - Meaning
 - Factors affecting dividend policy
 - External Factors
 - Internal Factors
 - Issues in Dividend Policy
 - Stability of Dividend
 - Significance of stability of dividends
 - Forms of Dividend
 - Cash dividend
 - Bond dividend
 - Property dividend
 - Stock dividend
- Models of Dividend Decision
 - Relevance and Irrelevance Concept
 - Relevance Models
 - Walter's Model
 - Gordon's Model
 - Irrelevance Model
 - Modigliani and Miller Hypothesis
 - Lintner Model

ASSIGNMENTS FROM QUESTION BANK:

1. Unit IV, Section III, Q 35 – 37,42, 44 - 48
2. Unit IV, Section IV, Q 14-19, 21,23,24, 26

OTHER ASSIGNMENTS:

1. ibid 1, Page No. 328, Q1-5
2. ibid 2, Page No. 435, Q1-11
3. ibid 3, Page No. 489, Q 1-18
4. ibid 4, Page No. 535-537, Q 21.1-21.3
5. ibid 5, Page No. D11.25 – 11.29, Essay Type Questions Q.1 - 26, Practical Q. 1 - 10
6. ibid 6, Page No. 31.35-31.37, Q 31.1-31.15

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 305-323
2. ibid 2, Page No. 418-431 & 439-454

REFERENCE BOOKS:

1. ibid 3, Page 453- 483
2. ibid 4, Page 522-535
3. ibid 5, Page No. D11.1- D11.25
4. ibid 6, Page No. 30.3-30.29

ARTICLES:

1. Matthias A Nnadi and Meg Akpomi, “The effect of taxes on dividend policy on banks in Nigeria”, Finance India, Vol. XXIII, No. 3, Sept 2009, pp. 921 – 950.
2. Bin Chang and Dutta Shantanu, “Dividends and Corporate Governance: Canadian Evidence”, The IUP Journal of Applied Finance, Vol 18, No. 4, Oct 2012, pp. 5 – 26.
3. Bhandari Manish, “India Needs Allowance For Equity And Compulsory Dividends To Woo Back Retail Investors”, The Chartered Accountant, Vol. 61, No. 9, March 2013, pp. 131-135.
4. Agarwal R.C. and Banga Charu, “Impact Of Dividend Distribution Tax Policy On Small Investors”, The Chartered Accountant, Vol. 61, No. 12, June 2013, pp.72 – 79.
5. Mittal Sanjiv, Chopra Monika, Paliwal Pallavi, “Linkages between financial leverage, dividend policy and value of firm: A Comparison between manufacturing and non-manufacturing firms in India”, BVIMR Management Edge, Vol. 6, No. 2, July – Dec. 13, pp. 1 – 16.

- 6 Aggarwal Shalini, “An Analysis Of Trends And Progress In Corporate Dividend Of Selected Cement Industries In India”, BVIMR Management Edge, Vol. 6, No. 2, July – Dec. 16, pp.108 – 120.

LECTURES 42-44

WORKING CAPITAL MANAGEMENT

OBJECTIVE:

Working capital management (WCM) refers to the strategies put in place to manage the relationship between the short term assets of a company with its short term liabilities, to make sure that an organization continues with its operations and meet its obligations when they fall due. The objective of these lectures is to cover the basic aspects of current asset management including the concept, need and types of working capital, along with the operating cycle and determinants of working capital.

CONTENTS:

- Concept of working capital
 - Gross Working capital
 - Net Working Capital
- Need for Working Capital
- Types of Working Capital
 - Permanent Working Capital
 - Temporary Working Capital
- Adequacy of working capital
- Management of working capital
- Operating cycle
- Sources of Working Capital
- Approaches for determining the financing mix
 - Hedging Approach
 - Conservative Approach
 - Aggressive Approach
- Determinants of working capital
 - General nature of business
 - Production cycle
 - Business cycle
 - Production policy
 - Credit policy

- Growth and expansion
- Profit level
- Level of taxes
- Dividend policy
- Depreciation policy
- Price level changes
- Operating efficiency

ASSIGNMENTS FROM QUESTION BANK:

1. Unit IV, Section III, Q 1 -3, 5, 6, 8-10, 17, 18, 20-26, 32, 49, 50
2. Unit IV, Section IV, Q 25

OTHER ASSIGNMENTS:

- 1 ibid 3, Page No. 529-531, Q 18.1-18.8
- 2 ibid 4, Page No. 574-579, Q 1-9, Q 23.1-23.3
- 3 ibid 5, Page No. D. 7.60 – D 7.67, Essay Type Questions Q1-29, Practical Q 1 - 17
- 4 ibid 6, Page No. 13.23-13.39, Q13.1-13.12

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 339-359
- 2 ibid 2, Page No. 656-668

REFERENCE BOOKS:

- 1 ibid 3, Page No. 493-519
- 2 ibid 4, Page No. 563-574
- 3 ibid 5, Page No. D7.1 – D7.17
- 4 ibid 6, Page No. 13.3-13.22

ARTICLES:

- 1 Mohan V.V. Sessa, “Working capital management in corporate sector in the state of Andhra Pradesh”, Finance India, Vol. XXII, No. 3, Sept 2008, pp. 988 – 996
- 2 Singh Pradeep Kumar, “Negative Working Capital and Indian Corporates- A Conceptual Analysis”, The Chartered Accountant, Dec 2012, pp. 140- 146
- 3 Daniel Mogaka Makori, Ambrose Jagongo, “Working Capital Management and Firm Profitability: Empirical Evidence from Manufacturing and Construction Firms Listed on

Nairobi Securities Exchange, Kenya”, International Journal of Accounting and Taxation, Vol. 1 No. 1, December 2013.

- 4 Omo Aregbyan, “The effects of working capital management on the profitability of Nigerian manufacturing firms”, Journal of Business Economics and Management, Volume 14, Issue 3, 2015.
- 5 K. Madhavi, “Working Capital Management of Paper Mills”, IMPACT: International Journal of Research in Business Management, Vol. 2, Issue 3, Mar 2016.
- 6 Farrah Wahieda Kasiran, Noredi Azhar Mohamad & OthmanChin, “Working Capital Management Efficiency: A Study on the Small Medium Enterprise in Malaysia”, Procedia Economics and Finance – Elsevier, Volume 35, 2016, pp. 297-303.
- 7 Jakpar S, Tinggi M, Siang TK, Johari A, Myint KT, “Working Capital Management and Profitability: Evidence from Manufacturing Sector in Malaysia”, J Business and Financial Affairs, Vol 6, 2017, pp. 255. doi: 10.4172/2167-0234.1000255

LECTURES 45-47

INVENTORY AND CASH MANAGEMENT

OBJECTIVE:

Business analysts report that poor management is the main reason for business failure. Poor cash as well as inventory management are probably the most frequent stumbling blocks for entrepreneurs. The aim of these lectures is to explain the objectives of cash management and techniques for efficient management of inventories.

CONTENTS:

- Meaning of cash
- Motives for holding cash
 - Transaction Motive
 - Precautionary Motive
 - Speculative Motive
 - Compensation Motive
- Objectives of cash management
- Basic Problems in cash management
- Cash Management Models
 - Baumol Model
 - Miller Orr Model
- Management of Inventories
- Kinds of inventories

- Benefits of holding inventories
- Risks and costs associated with inventories
- Techniques of inventory management
 - EOQ
 - ABC Analysis
 - Inventory Turnover Ratios
 - Aging schedule of inventory
 - Just in Time Inventory System

ASSIGNMENTS FROM QUESTION BANK:

1. Unity IV, Section III, Q 4, 11-13, 15, 27, 28, 53, 54
2. Unit IV, Section IV, Q1-7, 22, 27, 29

OTHER ASSIGNMENTS:

- 1 ibid 3, Page No. 563-566, Q 19.1- 19.6, Page No. 611-612, Q 21.1-21.8
- 3 ibid 4, Page No. 603-607, Q1-15, Q24.1-24.6, Page No. 648-650, Q 26.1-26.7
- 4 ibid 6, Page No-14.31-14.44, Q 14.1- 14.15, Page No. 16.24-16.25, Q 16.1-16.11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 361-387
- 2 ibid 2, Page No. 708-721

REFERENCE BOOKS:

- 1 ibid 3, Page No. 533-546, 593-602
- 2 ibid 4, Page No. 582-603,632-644
- 3 ibid 5, Page No. D7.17 – D7.43
- 4 ibid 6, Page No. 14.1 – 14.29, 16.1-16.16

ARTICLE:

1. Wei Luo & Kevin Shang, “Joint Inventory and Cash Management for Multidivisional Supply Chains”, Journal of Operations Research, 2015, Vol. 63, Issue 5, pp. 1098-1116.

LECTURES 48-52

RECEIVABLES MANAGEMENT

OBJECTIVE:

The extension to the firm's customers, known as accounts receivable, is considered an effort to boost sales. It is the duty of the financial officer to guard against over investment in account receivable. These lectures cover the management of these accounts receivable.

CONTENTS:

- Meaning of receivables
- Meaning of receivables management
- Purpose of receivables
- Costs of maintaining receivables
- Benefits of maintaining receivables
- Factors affecting size of receivables
- Credit policy
- Credit standards
- Credit terms
- Overtrading and undertrading

ASSIGNMENTS FROM QUESTION BANK:

1. Unit IV, Section III, Q 7, 14, 16, 19, 30, 31, 33 ,41, 51, 52
2. Unit IV, Section IV, Q 8-13, 28

OTHER ASSIGNMENTS:

- 1 ibid 3, Page No. 590-592, Q 20.1- 20.8
- 2 ibid 4, Page No. 645-650, Q1-15, Q 26.1- 26.7
- 3 ibid 6, Page No. 15.28-15.29, Q 15.1-15.9

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 361-387
- 2 ibid 2, Page No. 681-697

REFERENCE BOOKS:

- 1 ibid 3, Page No. 567-578
- 2 ibid 4, Page No. 609-644
- 3 ibid 5, Page No. D7.43 – D7.59
- 4 ibid 6, Page No.15.1 – 15.16

ARTICLE:

1. N. Venkata Ramana; K. Ramakrishnaiah; P. Chengalrayulu, “Impact of Receivables Management On Working Capital And Profitability: A Study On Select Cement Companies In India”, International Journal of Marketing, Financial Services & Management Research, Vol.2, No. 3, March 2013.

LECTURE PLAN

MARKETING MANAGEMENT

MS - 106

COURSE OUTLINE
MBA-II SEMESTER
MARKETING MANAGEMENT - MS 106

L - 4 Credits - 04

OBJECTIVES:

The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

INTERNAL ASSESSMENT AND ASSIGNMENT **25 marks**

- | | |
|-----------------------------------|----------|
| 1. Class Test-II - (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

A. INTRODUCTION TO MARKETING **(12 Hours)**

- Meaning and Scope of Marketing
- Marketing Philosophies
- Marketing Management Process – An overview
- Concept of Customer Value
- Concept of Marketing Mix
- Understanding Marketing Environment
- Consumer and Organization Buyer Behavior
- Demand Forecasting
- Market Segmentation
- Targeting and Positioning
- Over View of Competitive Marketing Strategies.

B. PRODUCT PLANNING AND PRICING **(14Hours)**

- Product Concept
- Types of Products
- Product levels
- Major Product Decisions
- Product Differentiation
- Product Mix
- Brand Management
- Brand and Branding Strategies

- Product Life Cycle
- New Product Development Process
- Pricing Decisions
- Determinants of Price
- Packaging
- Pricing Process
- Policies and Strategies\
- Pricing-Pricing Objectives
- Determinants of Price
- Pricing Methods & Strategies

C. PROMOTION AND DISTRIBUTION DECISIONS

(14 Hours)

- Communication Process
- Promotion Tools-Advertising
- Personal Selling
- Publicity and Sales Promotion
- Distribution Channel Decisions-Types
- Emerging Channels of distribution
- Functions of Intermediaries
- Channel design & Decisions
- Selection and Management of Intermediaries
- Direct Marketing
- Integrated Marketing Communication
- Channel Management
- Emerging Channels of Distribution.

D. MARKETING ORGANIZATION AND CONTROL

(14 Hours)

- Emerging Trends and Issues in Marketing
- **Contemporary Marketing Trends and Issues**
- Consumerism
- Rural Marketing
- Social Marketing
- Direct and Online Marketing
- Green marketing
- Ethical Issues in Marketing
- Introduction to Marketing Analytics.

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Marketing Management, and students are advised to go through the material for thorough understanding of the subject.

The students are expected to actively participate in the discussions in the class, so that they may be able to gain sights and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories.

➤ MAIN TEXT BOOKS

1. **Author's Name(s):** V S Ramaswamy & S Namakumari
Title: Marketing Management (Indian & Global Context)
Edition: V Edition **Year:** 2014
Publisher: Macmillan India Ltd. (ibid 1)
2. **Author's Name(s):** Philip Kotler, Kevin Lane, Keller
Title: Marketing Management- A South Asian Perspective
Edition: XIV Edition **Year:** 2013
Publisher: Dorling Kindersley (India) Pvt. Ltd. (ibid 2)
3. **Author's Name(s):** Kotler., Keller, K.L. Koshy, A. and Jha, M.,
Title: Marketing Management, A South Asian Perspective
Edition: XIII Edition **Year:** 2009
Publisher: Pearson Education, New Delhi (ibid 6)
4. **Author's Name(s):** Etzel, M., Walker, B., Stanton, W. and Pandit
Title: Marketing Management
Edition: III **Year:** (2009),
Publisher: Tata McGrawHill, New Delhi (ibid 7)

REFERNCE BOOKS

1. **Author's Name(s):** Rajan Saxena
Title: Marketing Management
Edition: V **Year:** 2016
Publisher: McGraw Hill Education (India) Pvt. Ltd. (ibid 3)
2. **Author's Name(s) :** Tapan K Panda
Title: Marketing Management – Text and Cases

- Edition:** Second Edition **Year:** 2012
Publisher: Excel Books (ibid 4)
3. **Author's Name(s) Vijay Prakash Anand**
Title: Marketing Management: An Indian Perspective
Edition: Second Edition **Year:** 2015
Publisher: Biztantra (ibid 5)
4. **Author's Name(s):** Ramaswamy, V.S and Namakumari (ibid 8)
Title: Marketing Management
Edition: IV Year: 2016
Publisher: Global Perspective Indian Context,
Macmillan Publishers India Ltd., New Delhi
5. **Author's Name(s) Vijay Prakash Anand**
Title: Marketing Management: An Indian Perspective (ibid 9)
Edition: Second Edition **Year:** 2015
Publisher: Biztantra
6. **Author's Name(s) :** Louis E. Boone and David L. Kurtz (ibid 10)
Title: Principles of Marketing
Edition: 12 th Edition **Year:** 2007
Publisher: Cengage Learning
7. **Author's Name(s) :** Pride, William, M., and O.C. Ferrell (ibid 11)
Title: Principles of Marketing
Edition: 12 th Edition **Year:** (2010).
Publisher: Marketing Planning, Implementation and Control, Cengage
Learning, New Delhi.

➤ **JOURNALS:**

1. The IUP Journal of Marketing Management
2. AIMS International Journal of Management
3. The IUP Journal of Brand management
4. Global Business Review
5. NICE Journal of Business
6. The IUP Journal of Management Research
7. Delhi Business Review
8. Indian Journal of Marketing

LECTURES 1-3

UNIT-I

MEANING AND SCOPE OF MARKETING

OBJECTIVE:

The objective of the lectures is to make the students understand the concept, nature and role of marketing in a business organization.

CONTENTS:

- Introduction to the concept of Marketing
 - Product-oriented definition
 - Customer-oriented definition
 - System-oriented definition
- Nature of marketing
 - Marketing is customer-focused
 - Marketing must deliver value
 - Marketing is business
 - Marketing is surrounded by customer needs
 - Marketing is a part of total environment
 - Marketing systems affect company strategy
 - Marketing is a discipline
 - Marketing creates mutually-beneficial relationships
- Scope of marketing
 - Functions of research
 - Marketing research
 - Product planning and development
 - Functions of exchange
 - Buying and assembling
 - Selling
 - Functions of physical treatment
 - Standardization, grading and branding
 - Packaging
 - Storage
 - Transportation
 - Functions facilitating exchange
 - Salesmanship

- Advertising
- Pricing
- Financing
- Insurance

ASSIGNMENTS FROM QUESTION BANK:

UNIT –I

SHORT ANSWER TYPE QUESTIONS: Q (A) 1, 3,4,6,Q35,37,40

LONG ANSWER TYPE QUESTIONS: Q 4, 5,48,49,50

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 36, Q 1-5

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 3-10

2 ibid 2, Page No. 2-16

REFERENCE BOOK:

1 ibid 3, Page No. 1.3-1.28

LECTURE 4

MARKETING PHILOSOPHIES

OBJECTIVE:

The objective of this lecture is to make student understand the emergence of many different philosophies of marketing

CONTENTS:

- Marketing Information System

- Marketing philosophies
 - The exchange concept
 - The production concept
 - The product concept
 - The sales concept
 - The marketing concept
 - The societal marketing concept

ASSIGNMENTS FROM QUESTION BANK:

UNIT-I

SHORT ANSWER TYPE QUESTIONS: Q (A) 2; (B) 1, 2, 4, 5, 7, 8, 16,17

LONG ANSWER TYPE QUESTIONS: Q 2, 3

OTHER ASSIGNMENTS

1 ibid 3, Page No. 66, Q 1-4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 2-7
- 2 ibid 2, Page No. 17-21

LECTURES 5-6

MARKETING MANAGEMENT PROCESS

OBJECTIVE:

The objective of the lectures is to make students understand the marketing management process.

CONTENTS:

- Marketing management process
 - Situation analysis
 - 5 C Analysis

- PEST Analysis
- SWOT Analysis
- Marketing strategy
 - Segmentation
 - Targeting (target market selection)
 - Positioning the product within the target market
 - Value proposition to the target market
- Marketing Mix Decisions
 - Product development - specifying, designing, and producing the first units of the product.
 - Pricing decisions
 - Distribution contracts
 - Promotional campaign development
- Implementation and Control

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 5, 19, 20, 21

LONG ANSWER TYPE QUESTIONS: Q 8,9,11, 31

SUGGESTED READING:

TEXT BOOK:

1. ibid 2, Page No. 23-30

ARTICLE:

1. Kaushlendra Vikram Mishra, “Marketing Strategies of Small- Scale Milk Producers: A study in Azamgarh District, Uttar Pradesh ”, The IUP Journal of marketing Management, Vol. XIV, No. 2, May’15, Page No. 63-75.

LECTURE 7

CONCEPT OF MARKETING MIX

OBJECTIVE:

The lecture will explain the concept of marketing mix which is the sole vehicle for creating and delivering customer value.

CONTENTS:

- Marketing mix / Four Ps of marketing
 - Product
 - Product design, features, brand name, models, style, appearance
 - Product quality
 - Warranty
 - Package: Design type, material, size, appearance and labeling
 - Service: Pre-sale and after-sale, service standards, service charges
 - Place
 - Channels of distribution: channel design, types of intermediaries, location of outlets, channel remuneration, dealer-principal relations
 - Physical distribution: Transportation, warehousing, inventory levels, order processing
 - Price
 - Pricing policies, margins, discounts and rebates
 - Terms of delivery, payment terms, credit terms and installment purchase facilities
 - Resale price maintenance
 - Promotion
 - Personal selling: selling expertise, size of sales force and quality of sales force
 - Advertising: media-mix, vehicles, programmes
 - Sales promotion
 - Publicity and public relations

ASSIGNMENT FROM QUESTION BANK:

UNIT I

LONG ANSWER TYPE QUESTION: Q 6

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 36 Q 1, 2

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 19-25

REFERENCE BOOK:

1 ibid 3, Page No. 28-31

ARTICLES:

1. Dash Ganesh, "A Buyer Vs. Seller Perspective of 7P's in Post – Liberalization in Indian Life Insurance Sector", Delhi Business Review, Vol. 14, No. 1, Jan-June'13, pp. 45-55.
2. Adya, M. and Collopy, F. (1998), "How effective are neural nets at forecasting and prediction- A review and evaluation," Journal of Forecasting, 17, 451-461.
3. Allen, P. G. and Fildes, R. (2001), "Econometric forecasting," in J. S. Armstrong (Ed.) Principles of Forecasting. Norwell, MA: Kluwer Academic Publishers, pp. 303-362

LECTURES 8-9

MARKETING ENVIRONMENT

OBJECTIVE:

The lectures will help the students to understand the influence of several factors outside a business firm on the marketing activities of a business firm

CONTENTS:

- The marketing environment can be broadly divided into two categories:
 - Micro-environment
 - Suppliers
 - Customers
 - Intermediaries
 - Competitors

- General Public
- Macro-environment
 - Demographic
 - Pattern and changes in society based on age, sex, education, ethnic background
 - Characteristic of generation and household patterns
 - Economic
 - Nature of economic system
 - Structural anatomy of economy
 - Role of govt. policies
 - Nature of factor endowment and markets
 - Natural / Physical
 - Environmental concerns
 - Natural resources
 - Effect of improper handling of natural resources and environment
 - Technological
 - Ecology and technology
 - Information technology
 - Inventions
 - Politico-legal
 - Stability of government
 - Laws, judiciary and politics
 - Consumer and environmental protection
 - Socio-cultural
 - Changing role of consumers
 - Conduct of business
 - Marketers
 - Social / cultural behavior
- Strategies to deal with marketing environment
 - Anticipating and adapting
 - Smoothing or leveling
 - Rationing
 - Contracting
 - Coalescing
 - Procurement of key personal

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q (A) 4, (C) 12, (C) 13, 17, 19

LONG ANSWER TYPE QUESTIONS: Q1, 7, 10, 16, 29, 34

OTHER ASSIGNMENTS:

1 ibid 3, Page No.1.74 Q 1,2,3,4,5,6,7,8,9,10,11,12,13

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 26-36

2 ibid 2, Page No. 107-115

REFERENCE BOOK:

1 ibid 3, Page No. 43-86

LECTURES 10-11

CONSUMER AND ORGANISATION BUYER BEHAVIOR

OBJECTIVE:

The lectures will help the students to understand the importance of analyzing consumer and organization buyer behavior for an organization.

CONTENTS:

- Concept of consumer behavior
 - A decision process of the consumer
 - What types of products and services are to be bought?
 - When the products and services are to be obtained?
 - From where the products and services are to be obtained?
 - From whom the products and services are to be obtained?
- Buying motives
 - Product motives
 - Patronage motives
- Factors influencing consumer behavior
 - Cultural factors
 - Culture

- Sub-culture
- Social class
- Social factors
 - Reference group
 - Family
 - Role and status
- Personal factors
 - Age & Life-cycle stage
 - Occupation
 - Economic condition
 - Life-style
 - Personality & self-concept
- Psychological factors
 - Motivation
 - Perception
 - Learning
 - Beliefs & attitudes
- Consumer decision process
 - Need recognition
 - Information search
 - Evaluation of alternatives
 - High involvement
 - Complex buying behavior
 - Distance reducing buying behavior
 - Low involvement
 - Variety-seeking behavior
 - Habitual buying behavior
 - Purchase intention
 - Purchase decision

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q (A) 3, (B)5, (C) 14

LONG ANSWER TYPE QUESTIONS: Q 12,13,14,15, 27, 28, 30

OTHER ASSIGNMENTS

1 ibid 3, Page No. 66, Q 1,2,3,4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 219-245
- 2 ibid 2, Page No.164-198

REFERENCE BOOK:

- 1 ibid 3, Page No. 43-60

ARTICLES:

1. Arora Swarnjeet, Hyde M. Anukool & Singh H.B., “A study on Customer preferences in Home Loans Market” , Review of Professional Management – Vol X, Issue 1, Jan-Jun 2012 pp. 33-39.
2. Sony Michael & Mekoth Nandakumar “Fangs of Customers: A tale from the Frontline”, Review of Professional Management – Vol X, Issue 1, Jan-Jun 2012 pp. 106-112.
3. Alex Joseph, Vice Prtesident, Marketing and Communication, Greenply Industries, “You and I” hits the right chord with Indian Sentiments, PITCH(The Face of Marketing), Volume XI, Issue4, 2013, pp.14-30.
4. Ruchika Sachdeva,” A scale to assess the efficacy of consumer decision making”, The IUP Journal of Marketing Management, Vol. XIV, No.2 May’15, pp. 7-25
5. Verhoef, P. C. (2003). Understanding the effect of customer relationship management efforts on customer retention and customer share development Journal of marketing, 67(4), 30-45.
6. Navneen K. and Upasana K., “Impact of service Parameters and customers” -Demographic Characteristics on Satisfaction with e-teailers with special Refernce to Bareilly City, The IUP Journal of Marketing Management, Vol. XVI, No. 4 Nov’17’, pp.33-53

LECTURES 12-13

MARKET SEGMENTATION, TARGETING AND POSITIONING

OBJECTIVE:

The objective of the lectures is to explain the concept of market segmentation to the students.

CONTENTS:

- Concept of market segmentation
- Concept of Targeting
- Concept of Positioning
- Philosophies of market segmentation

- Mass marketing
- Product-variety marketing
- Target marketing
- Micro marketing
- Customized marketing
- Personalized marketing
- Basis of market segmentation
 - Geographic segmentation
 - Demographic segmentation
 - Psychographic segmentation
 - Behavioral segmentation
 - Value based segmentation
 - Over View of Competitive Marketing Strategies.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q (B) 3, (C) 11, (C) 15,41,45

LONG ANSWER TYPE QUESTIONS: Q 17,18,19,20, 32, 33,45,48,49,52

OTHER ASSIGNMENTS

1 ibid 3, Page No. 225, Q 1,2,3,

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 246-276

REFERENCE BOOK:

1 ibid 3, Page No. 200-221

ARTICLES:

1. Henrik Uggla, , “Positioning in the mind Versus Brand Extension: The revision of Ries and Trout” , The IUP Journal of Brand Management, Vol XII, No 1, March 2015, pp. 35-44.
2. Reinartz, W. J., & Kumar, V. (2003). The impact of customer relationship characteristics on profitable lifetime duration. Journal of marketing, 67(1), 77-99.

LECTURES 14-16

PRODUCT PLANNING AND PRICING: PRODUCT CONCEPT AND PRODUCT LEVELS

OBJECTIVE:

The objective of the lectures is to explain the students’ the product concept, types of products, and the major product decisions taken by the organization.

CONTENTS:

- Defining a product
 - A bundle of utilities consisting of various product features and accompanying services.
- Components of a product personality
 - The core, or the basic constituent
 - The associated features
 - The brand name and logo
 - The package and label
- Levels of a product
 - Core benefit
 - Basic product
 - Expected product
 - Augmented product
 - Potential product
- Product mix
 - The complete set of all products offered for sale by a company. It is composed of several product lines
- Product line
 - A group of closely related products

- Width of product mix
 - Number of product lines carried by an organization
- Length of product line
 - Number of items/ brands in the line
- Depth of product line
 - The total number of items under each brand in the line, in terms of variants, shades, models, pack sizes etc.
- Types of products
 - Durability/ tangibility of goods
 - Non-durable goods
 - Durable goods
 - services
 - Uses of goods
 - Consumer goods
 - Convenience goods
 - Shopping goods
 - Specialty goods
 - Unsought goods
 - Producers or Industrial goods
 - Raw materials
 - Fabricating materials and parts
 - Installations
 - Accessory equipment
 - Operating supplies

ASSIGNMENTS FROM QUESTION BANK:

UNIT 3

PROMOTION AND DISTRIBUTION DECISIONS

LECTURES 26 – 27

PROMOTION MIX

OBJECTIVE:

The lectures shall introduce the concept of promotion, discuss the objective of having the promotion mix and explain various promotional tools that marketers adopt in order to inform and persuade buyers.

CONTENTS:

- Introduction
 - Role of Marketing Communication
 - Changing Marketing Communication Environment
 - Marketing Communication (Promotion) Mix -Meaning
 - Characteristics (Elements) of Marketing Communication Mix
 - Advertising
 - Sales promotion
 - Events and Experiences
 - Online and social media
 - Mobile Marketing
 - Personal selling
 - Direct and database marketing
 - Public relations and publicity
- Factors Affecting Marketing Communication Mix
 - Product related factors
 - Nature of product
 - Product image
 - Stage of product's life-cycle
 - Packaging
 - Degree of customization
 - Pricing policy
 - Distribution decision
 - Target market characteristics
 - Level of competition
 - Geographic coverage
 - Buyer readiness stage
 - Promotional budget
 - Promotional strategy
 - Relative effectiveness of Promotion Mix
 - On basis of: -
 - ✓ Cost
 - ✓ Scope
 - ✓ Advantages
 - ✓ Disadvantages
- Objectives
 - To provide information
 - To stimulate demand
 - To highlight the utility of product
 - To counter competition and stabilize sales

- To build image
- Kinds
 - Informative promotion Persuasive promotion Reminder promotion Buyer behavior promotion
 - Promotional Planning Concept—Stages--0Problem definition0Definition of detailed objective Design of promotion mix Detailed planning
- Monitoring and evaluation Push and Pull Strategies of Promotion

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTION: Q 1

LONG ANSWER TYPE QUESTIONS: Q 3, 4, 35

OTHER ASSIGNMENTS

- 1 ibid 3, Page No. 439 Q.1 - 4

SUGGESTED READINGS:

REFERENCE BOOK:

- 1 ibid 3, Page No. 428-438

ARTICLES:

1. Gupta Ruchi, “Regulation of Comparative Advertising in India”, NICE Journal of Business, Vol 7, No.1, Jan- June’12, pp. 97-104.
2. Wagner, Ebster&Kulnig, “Influence of Media on advertising Recall”, AIMS International Journal of management, Vol. 7, No.2, May’13, pp. 71-80.
3. Anita Nayyar, CEO,Havas Media, India and South Asia, “13 Thoughts on Marketing”, PITCH(The Face of Marketing), Volume XI, Issue4, 2013, pp. 26-27

LECTURE 28

INTEGRATED MARKETING COMMUNICATION

OBJECTIVE:

The lectures aim at acquainting students with the concept of integrated marketing communication. It would throw light on the various components of the marketing communication mix and also deliberate on its process.

CONTENTS:

➤ Integrated Marketing Communication

- Concept
- Characteristics of the IMC programme
- Criteria for determining integration of the marketing communication programme
- Evolution of integrated marketing communication
- Trends for emergence of integrated marketing communication
- Managing IMC
 - Coordinating Media
 - Implementation of IMC
- From integrated marketing communication to integrated communication concept
- Role of marketing communication in value creation and delivery

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 2, 3

LONG ANSWER TYPE QUESTIONS: Q 1, 2

OTHER ASSIGNMENTS:

1 ibid 4, Page No. 544 Q. 1 - 14

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 524 - 532
2. ibid 2, Page No. 535-560

REFERENCE BOOKS:

1. ibid 4, Page No. 524 – 543
2. ibid 3, Page No. 373- 398

LECTURES 29-30

PROMOTION TOOLS - ADVERTISING

OBJECTIVE:

The lectures aim at throwing light on the advertising component of the marketing communications mix. The lectures would discuss the objectives of advertising and help students understand the role of advertising in today's marketing environment.

CONTENTS:

- Meaning and Definition
- Concept
 - Advertisement copy
 - Meaning
 - Elements
 - Heading
 - Theme
 - Picture
 - Arguments
 - Closing parts
 - Significance
 - Preparation
 - Scientific advertising campaign
 - Keying the advertisement
 - Advertising agency
- Objectives
 - Information

- Persuasion
- Reinforcement
- Advertising goals and marketing theories
 - Launch of new products and services
 - Expansion of markets
 - Announcement of product differentiation
 - Announcement of a special offer
 - Announcement of stockiest and dealer location
 - Educating customers
 - Reminder campaign
 - Seek dealer cooperation and motivation
 - Creation of brand preference
 - Allied advertising objectives
- Role of advertising in marketing
 - Promotion of sales
 - New product introduction
 - Creation of good public image
 - Mass production
 - Research
 - Education of people
 - Support to press
- Benefits
 - To manufacturers
 - To wholesalers and retailers
 - To customers
 - To salesman
 - To society (or community)
- Criticism
 - Most advertising is in bad taste
 - Advertising insults consumer intelligence
 - Advertising appeals mainly to emotions
 - Advertising is source of discontents:
 - Advertising influences media
 - Advertising is not productive
 - Advertising increases cost
 - Advertising leads to monopoly
 - Advertising multiplies needs and wants
- Major players in advertising
 - Advertiser

- Advertising agencies
- Support organizations
- Advertising media
 - Types
 - Press advertising
 - Outdoor advertising
 - Film advertising
 - Radio advertising
 - Television advertising
 - Direct mail advertising
 - Window display advertising
 - Specialty advertising
- Factors affecting choice of media
 - Nature of product
 - Nature of market
 - Objectives of advertising
 - Circulation of media
 - Financial consideration
 - Type of audience
 - Life of advertisement
 - Media used by competitors
- Relative advantages and disadvantages
- Types of advertising
 - Brand advertising
 - National advertising
 - Local advertising
 - Retail advertising
 - Nation and Destination advertising
 - Political advertising
 - Social advertising
 - Directory advertising
 - Direct response advertising
 - Business-to-business advertising
 - Institutional advertising
 - Public services advertising
 - Interactive advertising
 - Outdoor advertising
 - Electronic advertising
 - In film advertising

- Unconventional advertising
- Themes of advertising
 - Prestige
 - Comfort
 - Health
 - Beauty
 - Parental affection
 - Safety
 - Achievement
 - Fear
 - Patriotism
 - Economy
- Effective advertising
 - Attention value
 - Suggestive value
 - Memorizing value
 - Conviction value
 - Sentimental value
 - Educational value
 - Instinctive value
 - Action value
- Decision areas in advertising
 - Advertising objectives
 - Advertising budget
 - Advertising copy
 - Advertising media
- Advertising management process
 - Deciding on advertising objectives
 - Determining advertising budget
 - Deciding on advertising message
 - Deciding on media mix
 - Media selection
 - Media scheduling
 - Media timing
 - Executing campaign
 - Deciding in measuring advertising effectiveness
 - Improving advertising results
- Recent trends in advertising
 - Sponsorships

- Quiz/contest
- Advertising wars
- Brand/company commercial advertising and elections

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q. No. 5, 26, 27, 28

LONG ANSWER TYPE QUESTIONS: Q. No. 8, 9, 35

OTHER ASSIGNMENTS:

1 ibid 4, Page No. 570, Conceptual Q. 1 - 14; Application Q. 1 - 5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 534 – 560

REFERENCE BOOKS:

- 1 ibid 3, Page No. 402-423
- 2 ibid 4, Page No. 548 – 569

LECTURES 31 – 32

PROMOTION TOOLS – PERSONAL SELLING

OBJECTIVE:

The lectures would explain the age old art of selling goods, i.e., personal selling. It would discuss the relevance of personal selling while elucidating its concept

CONTENTS:

- Meaning and Concept
- Features

- Salesmanship vs. advertisement
 - Significance
 - New product introduction
 - Support customer decision-making
 - Creation of demand
 - Creation of new wants
 - Effective selling at low cost
 - Information solicitation
 - Benefits
 - Kinds of salespersons
 - Sales responsibilities
 - Requisites of effective salesmanship
 - Personal selling skills
 - Phases of personal selling process
 - Challenges in personal selling
 - Personal selling strategies
- Strategic Objectives
- Variables affecting Strategies
- Designing and managing the salesforce
 - Problems of sales management
 - Relationship marketing

ASSIGNMENT FROM QUESTION BANK:

UNIT III

LONG ANSWER TYPE QUESTION: Q 5

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page No. 621-641

LECTURES 33 – 35

PROMOTION TOOLS – SALES PROMOTION, PUBLICITY AND DIRECT MARKETING

OBJECTIVE:

The lectures would explain the concepts of sales promotions Publicity and Direct Marketing. Key focus areas of this lecture would be functions and types of sales promotions and designing of the sales promotion programme of an organization. In addition to these, the lectures would also focus on scope of public relations and Direct Marketing,

CONTENTS:

- Sales promotions
 - Meaning and concept
 - Objectives
 - Proactive objectives
 - Reactive objectives
 - Functions
 - Importance
 - Tools and Techniques of sales promotions
 - Factors influencing sales promotions
 - Types of sales promotion programmes
 - Designing a sales promotion programme
 - Sales promotion for new products
 - Difference between advertising and sales promotion
- Publicity: Concept
 - Difference between advertising and publicity
- Public Relations
 - Meaning and scope
 - Objectives
 - Types of PR programmes
 - Functions
 - Models
 - Role
- Types of PR activities, Tools
 - Direct Marketing-Methods Role

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q. No. 6, 7, 10, 12

LONG ANSWER TYPE QUESTIONS: Q. No. 4, 6, 7, 34

OTHER ASSIGNMENTS:

- 1 ibid 3, Page No. 439 Q. 1, 2

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 562 – 572

REFERENCE BOOKS:

- 1 ibid 3, Page No. 428-438
- 2 ibid 4, Page No. 574 - 585; 591 – 592; 596 - 607

ARTICLE:

1. Shohab Sikandar Desai, “An Analysis of the Competitive Marketing Strategies of the Hospitality Industry in UAE.”, IUP Journal Of Management Research, Vol. XII, No. 1, Jan’13, pp. 22-31.

LECTURES 37-40

DISTRIBUTION CHANNEL DECISIONS AND EMERGING CHANNELS OF DISTRIBUTION

OBJECTIVE:

The lectures would explain the concept of distribution in marketing. It would cover in detail the place mix.

CONTENTS:

- Concept of channels of distribution
- Importance of Channels
 - Multichannel Marketing
 - Integrated multichannel marketing system
 - Value Net Works
- Functions of channels of distribution
- Types of distribution channels
- Types of intermediaries and their characteristics
- Factors affecting choice of distribution channels

Channel Design Decisions,

- Analyzing Customer Needs and wants
- Establishing Objectives and constraints
- Identifying Major Channel Alternatives
- Evaluating Channel Alternatives

Channel Management;

- Selecting Channel Members;
- Training and Motivating Channel Member
- Evaluating Channel Members
- Modifying Channel Design and Arrangements
- Channel Modification Decisions

➤ Recent trends in marketing channels and Emerging Channels of distribution

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q. No. 13, 17, 20, 29

LONG ANSWER TYPE QUESTIONS: Q. No. 12 – 19, 23 – 25, 33, 36

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 486 Q.1 -4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 385-474

REFERENCE BOOK:

1 ibid 3, Page No. 460-483

ARTICLES:

1. FazlzadehAlireza, Sahebalzamani Samira and SarabiBabak, “Key Factors affecting Customer satisfaction with Iranian Retailer stores: Evidence from Hypermarkets The

IUP Journal of Marketing Management -Vol. XI , No.4, Nov 2012, pp. 7-33.

2. Singhal Puja, “Green Supply Chain and Eco-design in Electronic Industry”, Delhi Business Review, Vol.14, No. 1, Jan.- June’13, pp. 57-78.
3. Ammani P, “A Study of the factors that influence Customer Preference for Shopping malls over Local Markets”, IUP Journal Of Management Research, Vol. XII, No. 1, Jan’13, pp. 7-21.

UNIT 4

CONTEMPORARY MARKETING TRENDS AND ISSUES

(12 Hours)

LECTURE 41-47

RURAL MARKETING, SOCIAL MARKETING AND DIGITAL MARKETING

OBJECTIVE:

The lectures would explain the emerging trends & issues in Rural marketing, Social Marketing and Digital Marketing

CONTENTS:

- Rural marketing
 - Meaning and concept
 - Structure
 - Importance
 - Problems and constraints
 - Requirements for success
 - Rural consumer behavior
 - Rural marketing strategy
 - Marketing research in rural markets
 - Rural marketing in India
- Social marketing
 - Meaning and concept
 - Need
 - Concept of CSR
 - Socially responsible business models
- Digital Marketing
 - Electronic and Digital Marketing-meaning, definition

- Structural Properties of Digital Resources
- Marketing's Digital Evolution
- Digital Marketing Activities
 - Internet Advertising
 - Search Marketing
 - E-Mail Marketing
 - Social Web Marketing
 - On line and Advergaming
 - Mobile Marketing
- Digital Marketing Considerations

LECTURE 48-52

GREEN MARKETING, Ethical ISSUES IN MARKETING AND INTRODUCTION TO

MARKETING ANALYTICS

➤ Green marketing

- Meaning, concept and Need
- Product System Life Cycle (PSCLC)
- Green Marketing Mix and Strategy

Ethical Issues in Marketing

- Meaning and Types of Ethics
- Ethical norms in Marketing Decision Making
- The Ethical Decision-Making Process
- Distribution Management and Ethics
- Promotion and Ethics
- Product and Ethics
- Promotion and Ethics
- Universalism/Relativism in Marketing Ethics

Introduction to Marketing Analytics

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1 – 18

LONG ANSWER TYPE QUESTIONS: Q 1 – 23

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 696 – 717
- 2 ibid 2, Page No. 599-614

REFERENCE BOOK:

- 1 ibid 4, Page No. 703 – 722
- 2 ibid 3

ARTICLES:

1. Bhatt Shahir& Bhatt Amola, “Factors influencing Online Shopping: An Empirical study in Ahmedabad”, The IUP Journal of Marketing Management -Vol. XI , No.4, Nov 2012, pp.51-65.
2. Goriparthi Ravi Kumar, “User’s attitude in the context of Blogs and Communities- A study” Review of Professional Management, Vol X, Issue 1, Jan-Jun 2012 pp. 40-46.
3. Dr. R.C.S. Rajpurohit and Ms. Swati Surana, “Dominance of Social Media: Empowering Electorates”, Mini Journal of Management and IT, Volume 7, No. 2, April, 2014.
4. RekhaDahiya, “Cracking the Digital Code: A Study of Indian Car market”, The IUP Journal of marketing Management, Vol XIV, No.2, May’15, pp. 26-46
5. Gummesson, E. (2002). Practical value of adequate marketing management theory. European journal of marketing, 36(3), 325-349.

LECTURE PLAN

BUSINESS RESEARCH

MS-108

COURSE OUTLINE
MBA - II SEMESTER
BUSINESS RESEARCH MS-108

L - 4 Credits - 04

OBJECTIVE:

The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.

INTERNAL ASSESSMENT AND ASSIGNMENT: 25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I – (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

SECTION A (14 hours)

Introduction to Business Research

- Definition
- Applications of Business Research
- Types of research
- The Research Process
- Reviewing of literature
- Formulating a Research Problem
- Determination of Information Needs
- Identifying variables
- Types of measurement scales
- Constructing Hypothesis
- Types of hypothesis

SECTION B (14 hours)

Research Design

- Research design
- Study design
- Experimental design
- Methods of data collection

- Secondary and Primary Data
- Primary Data Collection Instruments
- Validity of Research Instruments
- Reliability of Research Instruments

SECTION C

(14 hours)

Sampling and Data Analysis

- Concepts
- Designs
- Types of Sampling
- Sampling Frame
- Sample Size Determination
- Data Processing
- Data Analysis
- Hypothesis Testing

SECTION D

(14 hours)

Analytical Techniques

- Parametric vs non- parametric tests.
- ANOVA
- Correlation and Regression Analysis
- Chi Square Test
- Non-Parametric test for Normality
- Run Test
- Factor Analysis
- Discriminant Analysis
- Conjoint Analysis

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Business Research for Management, and students are advised to go through the material for thorough understanding of the subject. The course is designed such to provide students with a working knowledge of various statistical techniques that are commonly used in business research.

➤ MAIN TEXT BOOKS

1. **Author's Name(s) :** Ranjit Kumar
Title: Research Methodology: A Step y Step Guide for Beginners
Edition: IV **Year:** 2014
Publisher: Sage Publication (ibid 1)
2. **Author's Name(s) :** Deepak Chawla and Neena Sondhi
Title: Research Methodology Concepts and Cases
Edition: II **Year:** 2016
Publisher: Vikas Publishing House Pvt. Ltd. (ibid 2)

➤ REFERENCE BOOKS

- 1 **Author's Name(s) :** Ken Black
Title: Applied Business Statistics Making Better Business Decisions
Edition: VII **Year:** 2014(Reprint)
Publisher: Wiley India (ibid 3)
2. **Author's Name(s) :** R. Cooper Donald, and S. Schindler Parmela
Title: Business Research Methods
Edition: XI **Year:** 2014
Publisher: Tata McGraw Hill (ibid 4)

➤ JOURNALS:

1. **Vikalpa:** The Journal for Decision Makers is a quarterly publication of Indian Institute of Management, Ahmedabad, India
2. **DIAS Technology Review:** The International Journal for Business and IT, Delhi Institute of Advanced Studies
3. **Abhigyan.**
4. **Asian Journal of Management Research**
5. **International Journal of Engineering, Business and Enterprise Applications**

6. Global Business Review
7. Journal of Management

LECTURES 1-2

UNIT - I

INTRODUCTION TO BUSINESS RESEARCH

OBJECTIVE:

The main objective of these lectures is to provide a broad overview of essential process of research. These lectures will acquaint the students with role and relevance of research in management.

CONTENTS:

- Definition of business research
- Application of business research
- Types of Research
 - Descriptive research
 - Exploratory research
 - Quantitative research
- What is good research
- Classification of business research
 - Problem identification research
 - Problem solving research
- Terminologies used in research

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q1-4, 6-11, 13-17, 19-20, 36, 38, 44,45

LONG ANSWER TYPE QUESTIONS: Q1-2, Q5, 12-15, 24-25, 28, 30,31, 40,41

OTHER ASSIGNMENTS:

- 1 ibid 4, Page No.25 Q1-3
- 2 ibid 2, Page No.18 Q1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.1--30
- 2 ibid 2, Page No.4-8

LECTURES 3 - 5

RESEARCH PROCESS

OBJECTIVE:

These lectures will enable the student to understand research is decision and dilemma centered, the research question is the result of careful exploration and analysis and sets the direction for the research project.

CONTENTS:

- Research process
 - Problem Identification
 - Development of an approach to the problem
 - Research design formulation
 - Fieldwork
 - Data preparation and analysis
 - Report preparation and Presentation
- The role of business research in decision making

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTION: Q43

LONG ANSWER TYPE QUESTIONS: Q5, 22, 29, 31, 33, 43, 46

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No.43 Q1-2
- 2 ibid 2, Page No.31 Q1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.34-42
- 2 ibid 2, Page No.9-17

LECTURES 6 – 8

LITERATURE REVIEW & FORMULATING A RESEARCH PROBLEM

OBJECTIVE:

The lectures provide the students the knowledge how to aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic and how to formulate a research problem.

CONTENTS:

- Reviewing of literature
 - Secondary sources
- Formulating a research problem
 - Identifying Objectives
 - Establishing Operational definition
- Identifying Variables
 - Defining Concepts
 - Indicator Variables

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTION: Q25, 41,42

LONG ANSWER TYPE QUESTIONS: Q31, 34, 39, 45,47, 49

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.48-60, 63-77

LECTURES 9-10

IDENTIFYING VARIABLES, MEASUREMENT AND SCALING

OBJECTIVE:

These lectures introduce the concept of variable identification, measurement and scaling and shows how scaling may be considered an extension of measurement. It also discusses the basic characteristics of four types of measurement and the permissible statistics associates with the measurement.

CONTENTS:

- Identification of Variables
 - Variables
 - Concepts
 - Difference between concepts and variables
 - Types of variables
- Fundamentals Scaling
 - Nominal Scale
 - Ordinal Scale
 - Interval Scale
 - Ratio Scale
- Comparative Scaling
 - Paired comparison scaling
 - Rank order scaling
 - Constant sum scaling
 - Q-sort and procedures
- Non Comparative Scaling
 - Continuous rating scaling
 - Likert scale
 - Semantic differential scale
 - Stapel scale
- Scale Evaluation
 - Reliability
 - Validity

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q23, Q27-30, 39

LONG ANSWER TYPE QUESTIONS: Q26, 27, 31-32

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No.191 Q1-4
- 2 ibid 2, page No. 166 Q1-17
- 3 ibid 4, Page No.354 Q1-7

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.80-96
- 2 ibid 2, Page No.168-190

ARTICLES:

- 1 Das, G., “The Effect of Pleasure and Arousal on Satisfaction and Word-of Mouth: An Empirical Study of the Indian Banking Sector”, Vikalpa, Vol.38, No.2, 2013, pp.95-104.
- 2 Chawla, D. & Sondhi, N., “Attitude and Consumption Patterns of the Indian Chocolate Consumer: An Exploratory Study” , Global Business Review, Vol. 17, Issue 4, 2016, pp. 806-820.

LECTURES 11-12

HYPOTHESIS FORMULATION

OBJECTIVE:

The students should be able to discuss in detail the various components of approach: objective/theoretical frame work, analytical models, research questions, hypotheses and specification of information needed.

CONTENTS:

- Importance of defining a problem
- The process of defining the problem and developing an approach
- Components of the approach
 - Objective/Theoretical framework
 - Analytical model

- Research questions
- Hypotheses
 - Functions
 - Characteristics
 - Types of Hypotheses

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q5, 21, 22, 24

LONG ANSWER TYPE QUESTIONS: Q6-11, 16-21, 23, 25, 40, 48

OTHER ASSIGNMENTS

- 1 ibid 1, Page No.107 Q1-4
- 2 ibid 2, Page No.41 Q1-4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.99-106
- 2 ibid 2, Page No.40-42

ARTICLES:

- 1 Buff, C.L, Seifert, C.F, Ness. R. K., “Exploring individual culture and internet commerce success factors”, DIAS Technology Review-The international journal for business and IT, Vol.4, Issue 2, 2014.
- 2 Neetu. A, Richa. G., “Impact of Environmental Turbulence on Market Orientation– Business Performance Relationship in SSIs”, Global Business Review, Vol. 17, No.4, 2016, pp. 806-820.
- 3 Beugelsdijk, S. Kostova, T., Kunst, V. E., Spadafora, E. and Essen, M., “Cultural Distance and Firm Internationalization: A Meta-Analytical Review and Theoretical Implications”, Journal of Management, Vol.44 , No. 1, 2018, pp.89- 130

LECTURES 13-15

UNIT II

RESEARCH DESIGN

OBJECTIVE:

These lectures provide the classification of different type of research design. Types of research design and their application will also be discussed through appropriate illustrations from different business domain.

CONTENTS:

- Research design
 - Definition
 - Exploratory research design
 - Conclusive research design
 - Descriptive research
 - Cross-Sectional Design
 - Longitudinal design
 - Causal research
 - Potential sources of error

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q11-14, 18, 20, 30

LONG ANSWER TYPE QUESTIONS: Q1-3, 13, 21-24,41

OTHER ASSIGNMENTS

- 1 ibid 1, Page No.130, Q1-5
- 2 ibid 2, Page No.89 Q3-5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.122-129
- 2 ibid 2, Page No.68-88

LECTURE 16

EXPLORATORY RESEARCH DESIGN-QUALITATIVE RESEARCH

OBJECTIVE:

The main objective of this lecture is to explain difference between qualitative and quantitative research, the types of decision that use qualitative research and the variety of qualitative research methods.

CONTENTS:

- Qualitative versus quantitative research
- Rationale for using qualitative research
- Classification of qualitative research procedures
 - Focus groups
 - Depth interviews
 - Projective techniques
- Analysis of qualitative data

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q4, 6-8, 16-17,36

LONG ANSWER TYPE QUESTIONS: Q4, 5, 8, 19

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No.162 Q1
- 2 ibid 2, Page No.140 Q1-4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.132-133, 155-160
- 2 ibid 2, Page No.121-150

LECTURES 17-18

DESCRIPTIVE RESEARCH DESIGN: SURVEY AND OBSERVATION

OBJECTIVE:

These lectures will acquaint the student with the various survey and observation methods of data collection such as telephone, personal, mail interviewing and mechanical observations.

CONTENTS:

- Survey methods
 - Telephone methods
 - Personal Methods
 - Mail methods
 - Electronic methods

- Observation methods
 - Structured versus unstructured observation
 - Disguised versus undisguised observation
 - Natural versus contrived observation

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q2, 10

LONG ANSWER TYPE QUESTIONS: Q25, 26

OTHER ASSIGNMENTS

1 ibid 4, Page No.240-241 Q1-8

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No.173-176

LECTURES 19-20

CASUAL RESEARCH DESIGN: EXPERIMENTATION

OBJECTIVE:

The main aim of these lectures is to explain the concept of causality and the necessary conditions required for making causal inferences. The concepts of internal and external validity of experiments are also discussed in detail.

CONTENTS:

- Causality
- Definitions and concepts of experimentation
- Validity in experimentation
- Extraneous variables
- Controlling extraneous variable
- Classification of experimental designs
- Statistical designs

ASSIGNMENTS FROM QUESTION BANK:**UNIT II**

SHORT ANSWER TYPE QUESTIONS: Q9, 26, 11, 42, 43, 44, 45

LONG ANSWER TYPE QUESTION: Q10,3, 45, 46, 48

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No.162 Q3-6, Page No. 163 Exercise II
- 2 ibid 2, Page No.76 Q1-4

SUGGESTED READINGS:**TEXT BOOKS:**

- 1 ibid 1, Page No.134-154
- 2 ibid 2, Page No.71-80

LECTURE 21**METHODS OF DATA COLLECTION-SECONDARY DATA SEARCHES**

OBJECTIVE:

The objective of this lecture is to know the nature and scope of secondary data and distinguish secondary from primary data. Also describes in detail the different sources of secondary data, including internal and external data sources.

CONTENTS:

- Primary Versus Secondary data
- Advantages/disadvantages of secondary data
- Classification of Secondary data
 - Internal secondary data
 - Published external secondary data
 - Computerized databases
 - Syndicated sources of secondary data

ASSIGNMENTS FROM QUESTION BANK:**UNIT II**

LONG ANSWER TYPE QUESTIONS: Q7, 9, 18, 25, 44

OTHER ASSIGNMENTS:

1 ibid 2, Page No.117 Q5-6

SUGGESTED READINGS:**TEXT BOOKS:**

1 ibid 1, Page No.171-172, 196-197

2 ibid 2, Page No.96-116

LECTURES 22-23**METHODS OF DATA COLLECTION-PRIMARY DATA SEARCHES****OBJECTIVE:**

These lectures explain the purpose of a questionnaire and its objectives of asking questions that the respondents can and will answer, encouraging respondents, and minimizing response error.

CONTENTS:

- Data collection instrument-Questionnaire
 - Objective of a questionnaire
 - Questionnaire design process
 - Specify the information needed
 - Type of interviewing method
 - Individual question Contents
 - Overcoming inability to answer
 - Overcome unwillingness to answer
 - Choosing question structure
 - Choosing question wording
 - Determining the order of questions
 - Form and Layout
 - Reproduction of the questionnaire
 - Pretesting
- Attitudinal Scales
 - Likert Scales
 - Thrustone Scale
 - Guttman Scale

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q1, 2, 5, 31, 39

LONG ANSWER TYPE QUESTIONS: Q6-7, Q9, 11, 12, 16-18, 27-30, 43

OTHER ASSIGNMENTS

- 1 ibid 1, Page No.199 Q1-7, Page No. 210, Q1-3
- 2 ibid 2, Page No.225 Q1-2

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.172-196, 201-209
- 2 ibid 2, Page No.201-225

ARTICLES:

- 1 Gupta, S., Bansal. H., and Saini, A.K., “Computerized UIS: An Effective Tool for Management of University Administration”, DIAS Technology Review-The international journal for business and IT, Vol.4, No. 2, 2014.
- 2 Jalal, H., “Testing the Effect of Service Quality on Brand Equity of Automotive Industry: Empirical Insights from Malaysia”, Global Business Review, Vol.17, Issue5, 2016, pp. 1060-1072.

LECTURES 24-25

VALIDITY & RELIABILITY

OBJECTIVE:

Whenever a test or other measuring device is used as part of the data collection process, the validity and reliability of that test is important; from these lectures students are able judge the same.

CONTENTS:

- Validity of Research Instruments
 - Face validity
 - Contents validity
 - Concurrent validity
 - Predictive validity
 - Construct validity
- Reliability of Research Instruments
 - External reliability
 - Internal reliability

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q21-25,19

LONG ANSWER TYPE QUESTIONS: Q15-16, 31-32, 44, 48

OTHER ASSIGNMENTS

- 1 ibid 1, Page No.221 Q1-5
- 2 ibid 2, Page No.190 Q1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.212-220
- 2 ibid 2, Page No.188-190

ARTICLES:

1. Malati, N. & Tiwari, P., “An Empirical Study on Faculty Satisfaction and its Impact on Retention”, *Abhigyan*, Vol. XXX, No.3, 2012, pp.45-56.
2. Ramzy, O., & Eldahan. O. H., “An Empirical Investigation of E-Commerce in Egypt: The Impact of Culture on Online Purchasing” *Global Business Review*, Vol.17, No.2, 2016, pp.1011–1025.
3. Prashar, S. , Singh, H, Prasaf, C. and Vijay, S. T., “Predicting Indian Shoppers’ Malls Loyalty Behaviour”. *Vikalpa The Journal for Decision Maker*, Vol. 42, No. 2, 2017, pp. 234-250.

LECTURE 26

UNIT III

SAMPLING DESIGN

OBJECTIVE:

In this lecture students will learn how to differentiate a sample from a census and identify the conditions that favor the use of a sample versus a census.

CONTENTS:

- Census Method
 - Advantages
 - Disadvantages
- Sampling

- Relationship of population parameters and sample statistics
- Sampling in business research
- Define Universe
- Sampling Unit
- Source List
- Sample Size

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 7, 31

LONG ANSWER TYPE QUESTIONS: Q1, 2, 3, 38

OTHER ASSIGNMENTS:

- 1 ibid 1, Page 249, Q 1-2, Page 250 Exercise IV
- 2 ibid 2, Page 252, Q1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.228-234
- 2 ibid 2, Page No. 249-253

REFERENCE BOOK:

- 1 ibid 3, Page No.223-226

LECTURE 27

SAMPLING DESIGN PROCESS

OBJECTIVE:

In this lecture students will be able to understand the sampling design process. From this they can extract appropriate sample from the universe.

CONTENTS:

- Define the target population
- Determine sampling frame
- Select a sampling technique
- Execute the sampling process

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q4, 21, 26, 28,32, 34

LONG ANSWER TYPE QUESTION: Q42

OTHER ASSIGNMENTS

1 ibid 1, Page No.199 Q1-7, Page No. 210, Q1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.246-248
- 2 ibid 2, Page No.262-267

LECTURES 28-30

SAMPLING TECHNIQUES

OBJECTIVE:

In these lectures students will be taught classification of sampling techniques. With the better understanding of sampling techniques students can pursue better research work.

CONTENTS:

- Sampling Techniques
 - Non-probability
 - Probability
- Non-probability
 - Convenience sampling

- Judgment sampling
- Quota sampling
- Snowball sampling
- Probability
 - Simple Random
 - Systematic Sampling
 - Stratified Sampling
 - Cluster Sampling
 - Other Sampling Techniques
- Internet Sampling
 - Online Intercept Sampling
 - Recruited Online Sampling
- Online Intercept Sampling
 - Non random
 - Random
- Recruited Online Sampling
 - Panel
 - (a) Recruited panel
 - (b) Opt-in
 - Non panel
 - (a) Opt-in-list rentals

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 3, 4, 5, 6, 8, 9, 10, 14- 17, 27, 28

LONG ANSWER TYPE QUESTIONS: Q5, 7, 9, 10, 11, 12, 14, 15, 18-21, 25, 35, 38

SUGGESTED READINGS:

OTHER ASSIGNMENTS

1 ibid 2, Page No.269 Conceptual Questions Q1-13

TEXT BOOK:

1 ibid 1, Page No. 234-246

2 ibid 2, Page No. 253-262

REFERENCE BOOK:

LECTURES 31-32

SAMPLE SIZE DETERMINATION

OBJECTIVE:

In these lectures students will be taught determination of sample size. Appropriate sample selection is really necessary for the appropriate research and problem solution and decision making.

CONTENTS:

- Definition and symbols
 - Parameters
 - Statistics
 - Finite population correction
 - Precision level
 - Confidence interval
 - Confidence level
- The Sampling Distribution
- Statistical approach to determining sample size
- The confidence interval approach
- Multiple characteristics and Parameters
- Other Probability Sampling Technique
- Adjusting the statistically determined sample size
- Non response issue in sampling
- Methods of improving response
 - Reducing Refusals
 - (a) Prior notification
 - (b) Motivating respondents
 - (c) Incentives
 - (d) Questionnaire design and administration
 - (e) Follow-up
 - (f) Other facilitators
 - Reducing not at homes
 - (a) Call backs

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 35, 33

LONG ANSWER TYPE QUESTIONS: Q 5, 7, 13, 16, 17, 22-24, 26-28, 39, 40

SUGGESTED READING:

OTHER ASSIGNMENTS

1 ibid 2, Page No.269-270 Application Questions Q1-8

TEXT BOOK:

1 ibid 2, Page No.262-267

LECTURES 33-34

DATA PROCESSING & ANALYSIS

OBJECTIVE:

The basic objective of these lectures would be to describe the field work process and to explain the selection, training and supervision process of field workers, the validation of field work and the evaluation of field workers.

CONTENTS:

- Selection of field workers
- Editing
- Coding
- Classification
- Tabulation
- Training of field workers
 - Making the initial contact
 - Asking the question
 - Probing
 - Recording the answers
 - Terminating the interview
- Supervision of field workers

- Quality control and editing
- Sampling control
- Control of cheating
- Central office control
- Validation of field work
- Evaluation of fieldwork
 - Cost and Time
 - Response Rates
 - Quality of Interviewing
 - Quality of Data
- Introduction to Univariate, Bivariate & Multivariate Statistical Techniques.

ASSIGNMENTS FROM QUESTION BANK:

UNIT-III

SHORT ANSWER TYPE QUESTIONS: Q 13, 18-20

LONG ANSWER TYPE QUESTIONS: Q 6, 18, 24, 25, 26, 27, 29

SUGGESTED READING:

OTHER ASSIGNMENTS

1 ibid 2, Page No.291 Q1-14, Page No. 292 Conceptual Questions Q1-8

TEXT BOOK:

1 ibid 2, Page No.274-289

LECTURE 35-40

HYPOTHESIS TESTING

OBJECTIVES:

In these lectures students will learn to test the hypothesis. Hypothesis testing is important for decision making purposes.

CONTENTS:

- Introduction
- Problems of estimation
 - Point Estimation
 - Interval Estimation
 - Estimation of Population Mean
 - Estimation of difference between two population means
 - Estimation of variance of a normal population
 - Estimation of variance ratio from two normal populations
 - Estimation of proportion
 - Determination of sample size in estimating proportion
- Hypothesis Testing
 - Steps of testing of hypothesis
 - Test of Significance
 - One tailed and two tailed test
 - Test of mean of a normal population (one sample test)
 - Test of difference of difference between means of two normal populations (Two sample test)
 - Test of population proportions
 - Test of equality of two population proportions
 - The Chi-square tests of hypothesis
 - Test of variance
 - The goodness of fit test
 - Test of independence
 - Test of homogeneity
 - Testing of equality of two population variances
 - Testing of equality of several means of normal populations
 - Test of equality of variances from several populations

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q 1-5, 17, 18, 26-27, 36,37, 42

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 4, 5, 10, 21, 31-32, 35, 36

OTHER ASSIGNMENTS

1 ibid 2 Page No.395-397 Application Questions Q1-17

- 2 ibid 3, Page No. 313-314 Q 9.1-9.10, Page No. 319 Q 9.11-9.15, Page No. 326 Q 9.22-9.28, Page No. 329-330 Q 9.31-9.33, Page No. 338 Q 9.36-9.39

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page No.365-393,

REFERENCE BOOK:

- 1 ibid 3, Page No.296-338

ARTICLES:

- 1 Kaur, K. and Kaur, M. (2013), Differentiating Adopters and Non-adopters of Smart Cards: Comparative Analysis of Public, Private and Foreign Sector Banks in India, Vikalpa, Vol.38 (3), 67-78. Retrieved from <http://www.vikalpa.com/pdf/articles/2013/pages-vikalpa-383-67-78.pdf>
- 2 Malati, N. & Tiwari P. (2013), A Comparative Analysis of Factors Affecting Faculty's Intention To Stay At Post Graduate Diploma In Business Management (PGDBM) And GGSIP University Affiliate MBA Institutions, Asian Journal of Management Research, ISSN 2229 – 3795 ,Volume 4 Issue 1, 2013, pp.197-207. <http://www.ipublishing.co.in/ajmrvol1no1/volfour/EIJMRS4017.pdf>
- 3 Mishra, S. & Mohanty, J. K.(2016), “The Predictors of Employee Engagement: A Study in a Ferro Alloys Company of India”, Global Business Review 17(6) 1441–1453. <http://journals.sagepub.com/doi/pdf/10.1177/0972150916660429>
- 4 S. Rajeswari, Yarlagadda Srinivasulu & S. Thiyagarajan, “Relationship among Service Quality, Customer Satisfaction and Customer Loyalty: With Special Reference to Wireline Telecom Sector (DSL Service)”, Global Business Review, Vol. 18, No. 4, August 2017, pp. 1041–1058.

LECTURE 41-43

PARAMETRIC & NONPARAMETRIC TESTS

OBJECTIVE:

The objective of this lecture is to understand data analysis associated with nonparametric hypothesis testing for one sample, two independent samples, and paired samples.

CONTENTS:

- Introduction
- One sample tests
 - Sign test
 - One-sample Wilcoxon signed rank test
 - Kolmogrove-Smirnov test
 - Run test (Test of randomness)
- Two sample tests
 - Two sample sign test
 - Two sample Wilcoxon signed rank test (matched samples)
 - Median test
 - The Wilcoxon rank sum W-test/Mann Whitney U-test
 - Two sample kolmogorov-Smirnov test
- K-sample test
- Chi square test
- The H-test/The Kruskal-wallis test
- K-Samples median test

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q 22, 23, 24, 38, 41

LONG ANSWER TYPE QUESTIONS: Q 12, 14, 37, 38

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 494-497 Application Questions Q1-21
- 2 ibid 3, Page No. 698 Q 17.7-17.10, Page No. 706 Q 17.14-17.17

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 2, Page No.453-492

REFERENCE BOOK:

- 1 ibid 3, Page No. 660-720

ARTICLE:

- 1 Malati, N. Tiwari, P. and Sharma R. (2012), An Empirical Study of Employer Branding in Information Technology Companies, Dias Technology Review Vol 8(2), pp.36-42.
- 2 Tandon, Manvinder Singh, Sethi & Vaishali, “An Analysis of the Determinants of Consumer Purchase Behavior towards Green FMCG Products”, IUP Journal of Marketing Management, Vol. 16, No. 3, August 2017.

LECTURE 44

FACTOR ANALYSIS

OBJECTIVE:

In this lecture data reduction technique factor analysis will be discussed. This technique is very useful in identifying the key factors for problem solution.

CONTENTS:

- Basic concept
- Factor analysis model
- Statistics associated with factor analysis
- Conducting factor analysis
 - Formulate the problem
 - Construct the correlation matrix
 - Determine the method of factor
 - Analysis
 - Determine the number of factors
 - Rotate factors
 - Interpret factors
 - Calculate factor score
 - Select surrogate variables
 - Determine the model fit
- Applications of common factor analysis
- SPSS windows

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q 8, 19- 21,34, 42

LONG ANSWER TYPE QUESTIONS: Q 9, 15, 16, 18, 22, 34

OTHER ASSIGNMENTS:

1 ibid 2, Page No. 582-583, Conceptual Questions Q1-6, Applications Questions Q1-2

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page No.489-508

ARTICLES:

1. Seth, A., Momaya, K. and Gupta, H. M. (2008), Managing the Customer Perceived Service Quality for Cellular Mobile Telephony: An Empirical Investigation, Vikapla, Vol.33(1), pp. 19-34. Retrieved from http://www.vikalpa.com/pdf/articles/2008/V33102_019_034.pdf
2. Bapat, D., Thanigan, J.(2016), “Exploring Relationship among Brand Experience Dimensions, Brand Evaluation and Brand Loyalty”, Global Business Review 17(6) 1357–1372. <http://journals.sagepub.com/doi/pdf/10.1177/0972150916660401>

LECTURE 43

CORRELATION & REGRESSION

OBJECTIVE:

In these lectures students will go through the concept of correlation & Regression.

CONTENTS:

- Basic Concept
- Correlation
 - Types of correlation
 - Degree of Correlation
 - Properties of correlation
- Regression
 - Types of Regression
 - Regression coefficient
 - Properties of regression correlation

- SPSS Window

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q 39, 33

LONG ANSWER TYPE QUESTIONS: Q 42

ARTICLES:

- 1 Aagja, J. P., Mammen, T. and Saraswat, A.(2011), Validating Service Convenience Scale and Profiling Customers: A Study in the Indian Retail Context, Vikalpa, Vol.36 (4), pp.25-49. Retrieved from <http://www.vikalpa.com/pdf/articles/2011/Pages-from-Vikalpa36-4-25-49.pdf>
- 2 Malati, N. & Tiwari P. (2014), Paradigm shift to Organized Retail: Empirical Evidence, 20th Issue, DIAS Technology Review, Vol.10 (2), October 2013- March 2014, pp. 29-34.
- 3 Mehdi Mourali, Zhiyong Yang, Frank Pons & Derek Hassay, “Consumer power and choice deferral: The role of anticipated regret”, International Journal of Research in Marketing, Vol. 34, No. 3, September 2017.

LECTURE 44

DISCRIMINANT ANALYSIS

OBJECTIVE:

This lecture describes the concept of Discriminant analysis, its objective and its application in business research. In this lecture students will also learn the procedure for conducting discriminant analysis, including the formulation of the problem, estimation of the discriminant function coefficients, determination of significance, interpretation, and validation.

CONTENTS:

- Concept of Discriminant Analysis
- Relationship of Discriminant Analysis
 - Regression and ANOVA
- Discriminant Analysis Model
- Statistics associated with discriminant

- Conducting discriminant analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTION: Q 9, 35, 40

LONG ANSWER TYPE QUESTIONS: Q 17, 23, 36, 33

OTHER ASSIGNMENT:

- 1 ibid 2, Page No. 606 Conceptual Questions Q1-8, Applications Questions Q1

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 2, Page No.593-604

ARTICLES:

- 1 Kaur G., Sharma, R.D.&Seli N.(2013), A Balanced Approach towards Market Orientation, Vikalpa,Vol.38(3) , pp 51-66.Retrieved from <http://www.vikalpa.com/pdf/articles/2013/pages-vikalpa-383-51-66.pdf>
- 2 Jayadev, M. (2006), Predictive Power of Financial Risk Factors: An Empirical Analysis of Default Companies, Vikalpa, Vol.31(3),pp.45-56Retrieved from http://www.vikalpa.com/pdf/articles/2006/2006_jul_sep_45_56.pdf
- 3 Malati, N. & Tiwari, P. (2013), Organizational Differentiation through Employer Branding, International Journal of Engineering, Business and Enterprises Applications (IJEBEA), ISSN (Online): 2279-0039, ISSN (Print): 2279-0020. Dec, 2012- Feb, 2013, Issue 3, Volume 2, pp. 126-131. <http://iasir.net/IJEBEApapers/IJEBEA12-356.pdf>
- 4 Chawla, D & Sondhi N. (2016), “Attitude and Consumption Patterns of the Indian Chocolate Consumer: An Exploratory Study”, Global Business Review 17(6) 1412–1426. <http://journals.sagepub.com/doi/pdf/10.1177/0972150916660408>
- 5 Paul, H, Bamel, U. K. & Garg, P.(2016), “Employee Resilience and OCB: Mediating Effects of Organizational Commitment”, VIKALPA The Journal for Decision Makers 41(4) 308–324. <http://journals.sagepub.com/doi/pdf/10.1177/0256090916672765>

LECTURE 45

FACTOR ANALYSIS, MULTIDIMENSIONAL SCALING AND CONJOINT ANALYSIS

OBJECTIVE:

Multidimensional scaling is a class of procedures for representing perceptions and preferences of respondents spatially by means of a visual display. In this lecture basic concept of multidimensional scaling and its application and scope in marketing research.

CONTENTS:

- Basic concepts in multidimensional scaling, Factor Analysis
- Statistics and terms associated with MDS
- Conducting MDS
- Assumptions and limitation of MDS

ASSIGNMENTS FROM QUESTION BANK:

UNIT-IV

SHORT ANSWER TYPE QUESTIONS: Q 6, 7, 10, 16, 22

LONG ANSWER TYPE QUESTIONS: Q 3, 19, 25, 26, 38

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 597 Q 1-3,
- 2 ibid 2, Page No.693-694, Conceptual Questions Q1-11, Applications Questions Q1-4

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page No.661-691, 701-709

LECTURE PLAN

OPERATIONS MANAGEMENT

MS 110

COURSE OUTLINE
MBA – II SEMESTER
OPERATIONS MANAGEMENT - MS 110

L – 4 Credit – 04

OBJECTIVES:

The Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

INTERNAL ASSESSMENT AND ASSIGNMENT: 25 marks

- | | |
|----------------------------------|----------|
| 1. Class Test-I – (Written Test) | 15 marks |
| 2. Class Assessment + Attendance | 10 marks |

COURSE CONTENTS:

UNIT I (10 Marks)

- Introduction to Operation Management,
- Nature & Scope of Operation/ Production Management,
- Relationship with other functional areas,
- Recent trend in Operation Management,
- Manufacturing & Theory of Constraint,
- Types of Production System,
- Just in Time (JIT) &
- lean system

UNIT II (14 Marks)

- Product Design & Process Selection,
- Stages in Product Design process,
- Value Analysis,
- Facility location & Layout: Types, Characteristics, Advantages and Disadvantages,
- Work measurement,
- Job design.

UNIT III

(18 Marks)

- Forecasting & Capacity Planning,
- Methods of Forecasting,
- Overview of Operation Planning,
- Aggregate Production Planning,
- Production strategies,
- Capacity Requirement Planning,
- MRP,
- Scheduling,
- Supply Chain Management,
- Purchase Management,
- Inventory Management.

UNIT IV

(14 Marks)

- Quality Management,
- Quality: Definition, Dimension, Cost of Quality,
- Continuous improvement (Kaizen),
- ISO (9000&14000 Series),
- Quality awards,
- Statistical Quality Control: Variable & Attribute, Process Control,
- Control Chart (X , R , p , np and C chart)
- Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk)
- Total Quality Management (TQM)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Operations Management, and students are advised to go through the material for thorough understanding of the subject:

The students are expected to actively participate in the discussions in the class, so that they may be able to gain insight and develop skills for handling inter personal and group processes, in addition to familiarizing themselves with concepts and theories

➤ TEXT BOOKS

1. **Author's Name(s):** K. Ashwathappa, K. Shridhara Bhat (ibid 1)
Title: Production and Operations Management
Edition: II Year: 2014
Publisher: Himalaya Publishing House
2. **Author's Name(s):** S. N. Chary (ibid 2)
Title: Production and Operations Management
Edition: V Year: Reprint 2015
Publisher: Tata McGraw Hill

➤ REFERENCE BOOKS

1. **Author's Name(s):** Norman Gaither, Greg Frazier (ibid 3)
Title: Operations Management
Edition: XIV Year: reprint 2013
Publisher: Cengage Learning
2. **Author's Name(s):** Richard B Chase, Ravi Shankar, F Robert Jacobs
Title: Operations & Supply Chain Management
Edition: 14th Year: 8th Reprint 2017
Publisher: The McGraw Hill (ibid 4)

➤ JOURNALS

1. The IUP Journal of Operations Management
2. IIMB Management Review
3. KAIM Journal of Management and Research
4. Global Business Review
5. Vikalpa: The Journal for Decision Makers
6. Asia Pacific Journal of Management, Research & Innovation
7. Productivity News

LECTURE 1

INTRODUCTION TO OPERATION AND PRODUCTIONS MANAGEMENT

OBJECTIVE:

To make students understand the significance of studying Operations Management and its distinction from Production Management.

CONTENTS:

- Operational Management
- Current issues in operational Management
 - Coordinating the relationships between separate organizations
 - Optimizing global supplier, production and distribution networks
 - Increased co- Production of goods and services.
 - Product
 - Product vs. service
 - Production system
 - Production Management
 - Production management vs. operations management
 - Production management in India
- Manufacturing strategy paradigm

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 8,21,26,28, 32, 34, 36, 37

LONG ANSWER TYPE QUESTIONS: Q 10,12,13,14,17,18, 22, 23, 25, 26, 28

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 12, Q 1-4
- 2 ibid 2, Page No. 1.17, Q 1,2

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 1-6
- 2 ibid 2, Page No. 1.5-1.8

REFERENCE BOOKS:

1. ibid 3, Page No. 5- 16
2. ibid 4, Page No. 6-16

ARTICLES:

1. Naveen Kumar and Sanjay Kajal, "Optimization of Total Changeover Time in a Medium Scale Industry", The IUP Journal of Operations Management, Vol. XIV, No. 3, August 2015, pp.7-17.
2. Syeda Maseeha Qumer and Debapratim Purkayastha, Case Study- " Toyota Motor Company: Losing its Quality Edge?", The IUP Journal of Operations Management, Vol. XIV, No. 3, August 2015, pp. 33 -65.
3. Koushik Chaudhary, Sourabh Mandal, P K Dan, "Optimization of Operations in Epicyclic Gear Train Modelled Through Computer Aided Design, Asia Pacific Journal of Management Research & Innovation", Vol. 10, No. 4, December 2014, pp.323-336
4. Manoj Karkhanis,"Make in India- Importance & relevance of Quality Management Systems"Productivity News, Jan.- April, 2016, Vol. 53, No.1-4, pp. 79-86

LECTURES 2-4

NATURE AND SCOPE OF PRODUCTION MANAGEMENT

OBJECTIVE:

To make it clear to the students the Nature and scope of production Management

CONTENTS:

- Nature/objectives of production management
 - Primary objectives
 - Quality
 - Quantity
 - Cost/price
 - Time
 - Secondary objectives
 - Men
 - Machine
 - Materials
 - Services

- Techniques
- Scope of production Management
 - Production Design & Development of production process
 - Production planning & control
 - Purchasing
 - Plan implementation
 - Inventory control

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 4, 5, 6, 27, 29, 33, 39

LONG ANSWER TYPE QUESTIONS: Q 8, 9, 10, 19, 20, 22, 23, 24, 25, 26, 31, 37

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 12, Q 5, 9, 11
- 2 ibid 3, Page No. 24, Q 1

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 6-12

REFERENCE BOOK:

- 1 ibid 3, Page No. 17- 20

LECTURES 5-7

THEORY OF CONSTRAINTS

OBJECTIVE:

To make students understand the theory of constraints and its various components.

CONTENTS:

- Goal of the Firm
 - Performance Measurement
 - Financial Measurement
 - Operational Measurement

- Dependent Event and statistical Fluctuations
- Bottlenecks and capacity constrained Resource
- Basic Manufacturing building blocks
- Method for control
 - Time components
 - Finding the Bottleneck
 - Saving Time
 - Avoid changing a Non-bottleneck into a Bottleneck
 - The customer perspective
 - The Internal perspective
 - The learning and growth perspective
- Strategic Fit
- Attacking Through operations
- Productivity Measurement
- How to treat inventory comparing synchronous Manufacturing to MRP and JIT

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 10, 11, 12 , 32, 38

LONG ANSWER TYPE QUESTIONS: Q 2, 3, 29, 36

SUGGESTED READING:

REFERENCE BOOK:

1 ibid 4, Page No. 792-800

LECTURES 8 - 9

PRODUCTION SYSTEM

OBJECTIVE:

Production is a system by which raw materials and other inputs are converted into finished goods. These lectures will explain the complete production system in detail.

CONTENTS:

- Production/Manufacturing systems
 - Intermittent system

- Comparison of various Manufacturing system
- Just In time/Lean System
- Group Technology

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 3, 5, 29, 31

LONG ANSWER TYPE QUESTIONS: Q 4, 11, 12, 24, 30

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 12, Q 6, 7
- 2 ibid 3, Page No. 23, Q 13

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1, Page No. 2- 4

REFERENCE BOOK:

- 1 ibid 3, Page No. 17- 20
- 2 ibid 4, Page No. 23-41

LECTURES 9-11

JUST IN TIME (JIT) & LEAN SYSTEM

OBJECTIVE:

Just in Time is a philosophy of forced problem solving. These lectures will help students in understanding the concept of JIT and its relation with Lean Production system.

CONTENTS:

- Just in Time Production
 - Single unit production and conveyance
 - Kanban production information system
 - Impetus to quality Production
 - Difference between JIT-MRP

- JIT as business philosophy
- Lean production system
 - The lean service machine
 - Placing linked processes near one another
 - Standardizing procedures
 - Eliminating Loop- backs
 - Setting a common Tempo
 - Balancing Loads
 - Posting performance Result
 - Lean logic
 - The Toyota production system
 - Elimination of waste
 - Respect for people
 - Lean implementation Requirements
 - Lean Layouts and Design Flows
 - Lean Applications for line Flows
 - Lean Application for Job shops
 - Total Quality Control

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 10, 11,12,14,22,23,24,25, 39, 40, 41

LONG ANSWER TYPE QUESTIONS: Q 15,21

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 594, Q16- 18
- 2 ibid 2, Page No. 37, 11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 570 - 593
- 2 ibid 2, Page No. 37.1- 37.10, 38.1- 38.22

REFERENCE BOOKS:

- 1 ibid 3, Page No. 462- 484

2 ibid 4, Page No. 473 - 488

ARTICLES:

- Pardeep Kumar and Sanjay Kajal, “ Implementation of Lean Manufacturing in a Small Scale Industry” The IUP Journal of operations Management, Vol. XIV, No. 2, May 2015, pp. 7-24.
- Lavneesh sainsi, “ Production through Modern Technology & Lean Methodology in Aircraft assembly”, Productivity News, Jan.- April, 2016, Vol. 53, No.1-4, pp.28 - 35

UNIT II

LECTURES 12-13

PRODUCT DESIGN & PROCESS SELECTION

OBJECTIVE:

To explain the concept of Product Design, Process Design and Production design and their different approaches.

CONTENTS:

- Production Design & Development of production process
 - Purpose of product Design
 - Product Design for organizational competitiveness
 - Design for Manufacture (DFM)
- Process Analysis
 - Types of processes
 - Measuring process performance
 - Process Analysis Example
 - A bread making operation
 - A Restaurant operation
 - Planning a Transit Bus Operation
 - Process throughput time reduction
 - Conclusion

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 6,7,8 9,10,25,26,27,31,32,33, 34, 35, 36, 37, 38,
41, 46,47

LONG ANSWER TYPE QUESTIONS: Q 11, 12, 21, 26

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 134, Q 1-5, 10 and 12
- 2 ibid 2, Page No. 12.19, Q 1

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 56- 73
- 2 ibid 2, Page No. 12.1-12.16

REFERENCE BOOKS:

- 1 ibid 3, Page No. 113- 140
- 2 ibid 4, Page No. 109 - 145

LECTURES 14-16

PRODUCTION PLANNING & CONTROL

OBJECTIVE:

To make students understand the concept of Production Planning and Control, and different factors determining production planning procedures.

CONTENTS:

- Production planning & control
 - Nature of production planning
 - Aggregate planning
 - Factor affecting P.P.C
 - Objective of P.P.C
 - Function/ techniques of P.P.C
- Purchasing
- Plan implementation
- Inventory control
 - Form of inventories
 - classification of inventories costs
 - uses of inventory
 - inventory control
 - scope of inventory control

- selective inventory control and Analysis
- Factor affecting inventory control policy
- Definition of Material Requirement Planning
- Uses of MRP
- Concept of MPS(Master Production Schedule)
- Material Requirement Planning System Structure
 - Demand for Products
 - Bill of Material File
 - Inventory Record File
- Problems in MRP
- Lot Sizing in MRP systems
 - Lot for Lot
 - Economic Order Quantity
 - Least Total Cost
 - Least Unit Cost
- Problems in MRP

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 21,22,23,24,25, 27, 39, 47, 48, 49

LONG ANSWER TYPE QUESTIONS: Q 8,9,10,13, 14, 15, 16, 17, 18, 27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 233- 234, Q 1-6
- 2 ibid 2, Page No. 32.11, Q 8, 9, 10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 207- 216
- 2 ibid 2, Page No. 32.5- 32.10

REFERENCE BOOK:

- 1 ibid 3, Page No. 491- 523

ARTICLE:

1. Viraj Tyagi, Ajay Jain, P K Jain, "Towards Integrated Manufacturing planning and control: A Review and classification", The IUP Journal of operations Management, Vol. XII, No. 2, May 2013, pp. 57-79.
2. Sanjiv Mittal, R. K. Mittal, Gagandeep Singh, Sunil Gupta, Asia Pacific Journal of Management Research & Innovation, Vol. 10, No. 4, December 2014, pp.291-304

LECTURE 17

VALUE ANALYSIS

OBJECTIVE:

Value analysis is concerned with the improvement of design and specifications at various stages. This lecture will help students in understanding the different production stages where improvement is required.

CONTENTS:

- Meaning of Value
- Value analysis & value Engineering
- Components of value Analysis
 - Practitioners
 - Concept of value
 - Function Analysis
 - Job Plan Team selection
 - Contract Language
- Objectives of value Analysis
 - Saving in Cost
 - Quality Promotion
 - Import substitution
 - Maximization of the value of product
 - Eliminating of unnecessary processes
 - New Products and product design
 - Company image
- Value Analysis Procedure
 - Information Phase
 - Speculative
 - Phase
 - Analysis Phase
 - Decision and Action Phase

- Evaluation Phase

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 23,24, 28, 39, 40

LONG ANSWER TYPE QUESTIONS: Q 13,14,19,20,24,25, 26, 31

OTHER ASSIGNMENT:

1 ibid 2, Page No. 12.19, Q 4

SUGGESTED READING:

TEXT BOOKS:

- 1 ibid 1, Page No. 63
- 2 ibid 2, Page No. 12.10- 12.16
- 3 ibid 4, Page No. 121- 136

LECTURES 18-19

FACILITY LOCATION & LAYOUT

OBJECTIVE:

These lectures will explain the relative importance of various factors in selecting the appropriate location for production. Also the different types of Facility layout along with their advantages and disadvantages will be explained.

CONTENTS:

- Facility Location
 - Factors affecting location Decision
 - Objective of location decision
 - Significance of location decision
 - Facility location decision process
 - Plant location model
- Plant Layout
 - Introduction
 - Layout
 - Inputs for Decision
 - Layout process

- Objectives of Factory Layout
- Basic formats of Factory Layout
 - Product layout
 - Process layout
 - Group Technology Layout
 - Just in Time layout
 - Fixed position Layout
- Features of a Good Layout System
- Emerging Factors influencing Layout Decision

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWERS TYPE QUESTIONS: Q 20,21, 28,34, 35, 49, 50

LONG ANSWERS TYPE QUESTIONS: Q 5,6, 15,16,17,18, 22, 23,

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 167, Q 4,5
- 2 ibid 2, Page No. 29.28, Q 1
- 3 ibid 3, Page No. 212, Q 19, 21

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 118- 132, 140- 167
- 2 ibid 2, Page No. 31.1-31.18, 29.3- 29.12

REFERENCE BOOKS:

- 1 ibid 3, Page No. 165- 207
- 2 ibid 4, Page No. 262- 282, 449- 462

ARTICLE:

- 1 Arish Abraham, “A Framework for Genetic Algorithm application in Hospital Facility Layout Design”, The IUP Journal of Operation Management, Vol XI, No.4, Nov 2012, pp.16-21.

LECTURES 20-22

WORK MEASUREMENT

OBJECTIVE:

To enable the students understand the Concept and Importance of Work Measurement in the organizations.

CONTENTS:

- Concept of work Measurement
- Work Measurement Techniques
- Work sampling compared to Time study
- Work study
 - Method study and Time study
 - Foundation of work study
 - Main component of Method study
 - Time study standards
 - Involvement of worker's unions
 - Predetermined motion time system
 - Work sampling
 - Application of work study to office work

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q4,5,6,29, 30,36

LONG ANSWER TYPE QUESTIONS: Q15,16,17, 27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 205- 206, Q 1- 7
- 2 ibid 2, Page No. 15.24, Q 1

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 172- 198
- 2 ibid 2, Page No. 15.1-15.19

REFERENCE BOOK:

1 ibid 4, Page No 293-315

ARTICLE:

1. V Sasirekha and Gautam Kumar Tripathi, "Productivity Improvement: A Work study Analysis at the Audio Division of Hyundai Mob's India ltd.", The IUP Journal of operations Management, Vol. XII, No. 3, August 2013.

LECTURES 23-24

JOB DESIGN

OBJECTIVE:

To explain the concept and techniques of Job Design.

CONTENTS:

- Job design Decisions
 - Quality control as part of the worker's job
 - Cross- training of workers to perform multi skilled jobs
 - Employee involvement and team approaches to designing and organizing work
 - Extensive use of temporary workers
 - Automation of heavy manual work
 - Most important of all organization commitment to proving meaningful and rewarding jobs for all employees.
- Behavioral Considerations in job Design
 - Degree of labor specialization
 - Job Enrichment
 - Sociotechnical systems
 - Work Measurement Techniques
- Work Measurement and standards
 - To schedule work and allocate capacity
 - To provide an objective basis for motivating the workforce and measuring worker's performance
 - To bid for new contracts and to evaluate performance on exiting ones.
 - To provide benchmarks for improvement
- Work Measurement Techniques

- Work sampling compared to Time study
- Work study
 - Method study and Time study
 - Foundation of work study
 - Main component of Method study
 - Time study standards
 - Involvement of worker's unions
 - Predetermined motion time system
 - Work sampling
 - Application of work study to office work

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 7,8,9,10,12

LONG ANSWER TYPE QUESTIONS: Q 9, 10,11, 31

OTHER ASSIGNMENTS:

1 ibid 2, Page No. 18.3, Q 1,2,5

SUGGESTED READING

TEXT BOOK:

1 ibid 2, Page No. 18.1-18.3

REFERENCE BOOK:

1 ibid 4, Page No. 222-224

UNIT III

LECTURE 25

FORECASTING

OBJECTIVE:

To explain various techniques of forecasting and its importance in every business organization.

CONTENTS:

- Concept of forecasting

- Importance of forecasting for a firms success
- Demand Management
- Methods of Forecasting
 - Qualitative
 - Grass Roots
 - Market Research
 - Panel Consensus
 - Historical Anology
 - Delphi Method
 - Timeseries Analysis
 - Simple Moving average
 - Weighted Moving Average
 - Exponential Smoothing
 - Regression Analysis
 - Trend Projections
 - Causal
 - Regression Analysis
 - Econometric Models
 - Simulation Models

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 36, Q 12, 13
- 2 ibid 2, Page No. 8.25, Q 3, 4, 5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 25- 36
- 2 ibid 2, Page No. 8.1-8.15

REFERENCE BOOKS:

- 1 ibid 3, Page No. 62- 95
- 2 ibid 4, Page No. 552- 583

LECTURE 26

CAPACITY PLANNING

OBJECTIVE:

To acquaint students with the concepts of Capacity, Capacity Planning, Short range Capacity Planning, Intermediate Capacity Planning and Long range Capacity Planning, and different approaches to develop capacity alternatives.

CONTENTS:

- Concept of Capacity Planning
- Capacity Utilization Rate
- Considerations in Adding Capacity
 - Maintaining System Balance
 - Frequency of Capacity Additions
 - External sources of Capacity
- Determining Capacity Requirements
- Evaluating Capacity Alternatives
- Planning Service Capacity

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 , 15, 28

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 19, 21

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 115- 116, Q 3,7, 12
- 2 ibid 3, Page No. 212, Q 1, 2

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 106- 115

REFERENCE BOOK:

1 ibid 3, Page No. 163- 174

LECTURES 27-28**OPERATIONS PLANNING****OBJECTIVE:**

To make students understand the manner in which operational planning is done.

CONTENTS:

- Concept of Sales and Operations Planning
- Overview of major Operations Planning Activities
 - Long Range
 - Process Planning
 - Strategic Capacity Planning
 - Forecasting and Demand Management
 - Sales and Operations Planning
 - Medium range
 - Master Scheduling
 - Material Requirement Planning
 - Short Range
 - Order Scheduling
 - Weekly workforce and customer scheduling
 - Daily workforce and customer scheduling

ASSIGNMENTS FROM QUESTION BANK:**UNIT III**

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 , 8, 9, 10

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 29

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Page No. 227- 233

REFERENCE BOOK:

1 ibid 4, Page No. 607- 610

LECTURES 29-31

AGGREGATE PRODUCTION PLANNING

OBJECTIVE:

Aggregate planning involves planning the best quality to produce in the intermediate range. These lectures will help students in understanding the methodology of Aggregate Production Planning.

CONTENTS:

- Definition of Aggregate Production Planning
- The aggregate Production Plan
 - Production Planning Environment
 - Production Planning Strategies
 - Chase Strategy
 - Stable workforce-variable work Hours
 - Level strategy

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 17, 18, 23, 26

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 258, Q 1, 3, 4

2 ibid 2, Page No. 33.24, Q 11

SUGGESTED READINGS:

TEXT BOOKS:

1 ibid 1, Page No. 236- 258

2 ibid 2, Page No. 33.1-33.12

LECTURES 32-33

MATERIAL REQUIREMENT PLANNING

OBJECTIVE:

To explain the concept of MRP (Material Requirement Planning) and the operation of the MRP system, its inputs and outputs.

CONTENTS:

- Definition of Material Requirement Planning
- Uses of MRP
- Concept of MPS(Master Production Schedule)
- Material Requirement Planning System Structure
 - Demand for Products
 - Bill of Material File
 - Inventory Record File
- Problems in MRP
- Lot Sizing in MRP systems
 - Lot for Lot
 - Economic Order Quantity
 - Least Total Cost
 - Least Unit Cost
- Problems in MRP

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 7, 13

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 11, 12

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 287-290, Q 1-11
- 2 ibid 2, Page No. 23.18, Q 1-6
- 3 ibid 3, Page No. 610, Q 1-11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 260-283
- 2 ibid 2, Page No. 23.1-23.8

REFERENCE BOOKS:

- 1 ibid 3, Page No. 584-603
- 2 ibid 4, Page No. 687- 702

ARTICLE:

1. Barnali Chakraborty and Debapratim Purkayastha, Case Study- “ Boeing 787 Dreamliner: Innovation Gone Wrong”, The IUP Journal of Operations Management, Vol. XIV, No. 4, December 2015, pp. 24-43

LECTURES 34-36

OPERATIONS SCHEDULING

OBJECTIVE:

To enable students comprehend how various firms develop their schedules to improve their operational efficiency.

CONTENTS:

- Definition of Operations Scheduling.
- Purpose of Scheduling
 - Maximize customer Satisfaction
 - Minimize service Delays
 - Enable proper allocation of Resources
 - Reduces wastage of resources
- Scheduling Methods
 - Forward Scheduling
 - Backward Scheduling
- Scheduling Activities
 - Routing
 - Loading

- Dispatching
- Scheduling By Type of Operations
 - Job Operations
 - Repetitive Operations
 - Labor-Intensive Operations
 - Service Operations
- Scheduling Techniques
 - Gantt Charts
 - Workload Charts
 - Scheduling Charts
- Johnson's Job Sequencing Rules
 - Johnson's rule for two-stage production
 - Johnson's rule for three-stage production
 - Johnson's rule for n-jobs and m-machines
- Theory of Constraints
 - Throughput
 - Inventory
 - Operating Expenses
- Planning and Control
 - Factors determining production planning procedures
 - Importance of Control Functions
 - Benefits of Production Control
 - Elements of Production Control
 - Production Planning Functions

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWERS TYPE QUESTIONS: Q 9, 16, 17, 18, 19

LONG ANSWERS TYPE QUESTIONS: Q1, 2, 4, 11, 25, 28

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 302, Q 4,5,6, 10,13,14,15

2 ibid 3, Page No. 649, Q 1, 2

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 293-302

REFERENCE BOOKS:

1 ibid 3, Page No. 622-642

2 ibid 4, Page No. 726- 742

ARTICLE:

- Dhiraj Kumar and Deepak Kaushish, “ Scrap Reduction in a Piston Manufacturing Industry: An Analysis Using Six Sigma and DMAIC Methodology, The IUP Journal of Operations Management, Vol.XIV, No. 2, May 2015, pp.7- 24

LECTURE 37

SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

To explain the principles of supply chain management and the issues considered while devising supply chain management in the business world.

CONTENTS:

- Concept of Supply Chain Management
- Business Drivers in Supply Chain Management
 - Inventory
 - Transportation
 - Facilities
 - Information
- Multi-tiered system of supply chain management
- Building a supply chain
- The pyramid of Supply Chain Management
- Purchasing function and Supply Chain Management
- Principles of Supply Chain Management
 - Segment Customers Based on service Needs
 - Customize the logistics Network
 - Plan Based on market demand
 - Enhance ability to meet customer requirement
 - Improve relationship with the suppliers
- Forces Shaping Supply Chain Management

- Consumer Demand
 - Globalization
 - Competition
 - Information and Communication
 - Government Regulation
 - Environment
- Electronic Supply Chain Management
- Implementation of E-SCM
 - Advantages of E-SCM
 - Issues relating to ESCM

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 (B), 12, 14

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 617, Q 1-11
- 2 ibid 2, Page No. 27.21, Q 1

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 596-617
- 2 ibid 2, Page No. 27.1-27.15

REFERENCE BOOKS:

- 1 ibid 3, Page No. 424-447
- 2 ibid 4, Page No. 418- 437

ARTICLES:

1. Wade Rose, Inderjit Singh Mann & Shirley Rose, "A strategic perspective & taxonomy of supply chain strategies, IUP Journal of Operation Management, Vol XI No.3, Aug 2012 pp. 6-42

2. Subhendu Dey Rythu Bazaar “A study of the supply chain management of the farmers markets of Andhra Pradesh” IUP Journal of Operation Management, Vol XI No.3, Aug 2012 pp.43-66
3. Indrani Mutsuddi, “Supply chain management for effective people management, Issues & Challenges”, IUP Journal of Operation Management, Vol XI No.4, Nov 2012, pp. 53-64.
4. Rohit, Nishant & Mohd Illyas Sharief, “Road Information System: A step forward in supply chain management in India” IIMB management Review, Vol 19 No.4, pp. 13-20.
5. Parvi Bharti, “Green Supply Chain (GSCM)- Key To Sustainability, KAIM Journal of management and research, Vol. 5, no. 1, May- Oct. 2012, pp. 91-96
6. Vishal Gupta, Naseem Abidi, tarun Bansal, Reshu Kumar Jain, “Green Supply Chain Management Initiatives by IT Companies in India”, IUP Journal of Operation Management, Vol XII No.3, May 2013, pp.6-24
7. Puja Singhal, “Green Supply Chain and Eco- Design in electronic Industry”, Delhi Business Review, Vol. 14, No. 1, Jan- June 2013.
8. Rajesh K Singh, Hari Om Sharma, Suresh K Garg, “Study on Supply Chain Issues in an Auto Component Manufacturing Organization: Case Study”, Global Business Review, Vol. 17, No. 5, October 2016, pp. 1196-1210
9. Jayashree Mahajan, Asoo J Vakharia, “Waste Management: A Reverse Supply Chain Perspective”, Vikalpa: The Journal for Decision Makers, Vol. 41, Issue-3, july-September 2016, pp. 197-208.

LECTURES 38-40

INVENTORY MANAGEMENT AND CONTROL

OBJECTIVE:

To make students understand the manner in which proper control can be exercised over inventory and the way in which optimum level of inventory is to be maintained.

CONTENTS:

- Definition of inventory
- Purpose of Inventory
 - To maintain independence of operations
 - To meet variation in product demand
 - To allow flexibility in production scheduling
 - To provide a safeguard for variation in raw material delivery time
 - To take advantage of economic purchase order size
- Inventory Costs
 - Holding costs
 - Setup costs

- Ordering costs
- Shortage costs
- Independent and Dependent System
- Inventory Systems
 - A single-period Inventory Model
 - Multi period Inventory Systems
- Fixed Order Quantity Model
- Fixed Order Quantity Model with safety stock
- Fixed Time Period Model
- Fixed Time Period Model with safety stock
- ABC Analysis
- Inventory Management in Services
- Inventory Management and Supply Chain Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 (B) ,31, 32

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4,12,13,14, 20, 21, 26

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 565-567, Q 1-11
- 2 ibid 2, Page No. 20.21, Q 1
- 3 ibid 3, Page No. 573, Q 1,2

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 530-552
- 2 ibid 2, Page No. 21.1-21.16

REFERENCE BOOKS:

- 1 ibid 3, Page No. 535-569
- 2 ibid 4, Page No. 641- 659

ARTICLE:

- 1 Amit Gupta, R.K.Garg & P.C.Tiwari “Inventory selection criterion: A proposal classification” IUP Journal of Operation Management, Vol XI No.4, Nov 2012, pp. 41-52.

LECTURE 41

PURCHASE MANAGEMENT

OBJECTIVE:

To enable students understand the importance of purchase management and various responsibilities of purchasing managers.

CONTENTS:

- Concept of Purchase Management
- Importance of Purchasing
 - Impact of cost on profits
 - Increasing prominence of automated Manufacturing
 - Increased Global Competition
- Organizing Purchasing
- Responsibilities of Purchase Manager
 - Vendor Development
 - Selection of Suppliers
 - Contract Negotiation and communication interface
 - Value Analysis
- Purchasing Process
- Duties of Buyers
- Make or Buy Decisions
- Ethics in Buying

UNIT III

LECTURE 25

FORECASTING

OBJECTIVE:

To explain various techniques of forecasting and its importance in every business organization.

CONTENTS:

- Concept of forecasting
- Importance of forecasting for a firms success
- Demand Management

- Methods of Forecasting
 - Qualitative
 - Grass Roots
 - Market Research
 - Panel Consensus
 - Historical Analogy
 - Delphi Method
 - Timeseries Analysis
 - Simple Moving average
 - Weighted Moving Average
 - Exponential Smoothing
 - Regression Analysis
 - Trend Projections
 - Causal
 - Regression Analysis
 - Econometric Models
 - Simulation Models

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 36, Q 12, 13
- 2 ibid 2, Page No. 8.25, Q 3, 4, 5

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 25- 36
2. ibid 2, Page No. 8.1-8.15

REFERENCE BOOKS:

- 1 ibid 3, Page No. 62- 95
- 2 ibid 4, Page No. 552- 583

ARTICLE:

- 1 Abu Raihan Bhuiyan Albarune, Dr Md. Mamun Habib, “A Study of Forecasting Practices in Supply Chain Management”, Int. J Sup. Chain Mgt., Vol. 4, No. 2, June 2015, pp 55-61

LECTURE 26

CAPACITY PLANNING

OBJECTIVE:

To acquaint students with the concepts of Capacity, Capacity Planning, Short range Capacity Planning, Intermediate Capacity Planning and Long range Capacity Planning, and different approaches to develop capacity alternatives.

CONTENTS:

- Concept of Capacity Planning
- Capacity Utilization Rate
- Considerations in Adding Capacity
 - Maintaining System Balance
 - Frequency of Capacity Additions
 - External sources of Capacity
- Determining Capacity Requirements
- Evaluating Capacity Alternatives
- Planning Service Capacity

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 , 15, 28

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 19, 21

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 115- 116, Q 3,7, 12
- 2 ibid 3, Page No. 212, Q 1, 2

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No. 106- 115

REFERENCE BOOK:

- 1 ibid 3, Page No. 163- 174

ARTICLE:

1 Majid Aarabi, Sajedeh Hasanian, "Capacity planning and control: a review", International Journal of Scientific & Engineering Research, Volume 5, Issue 8, August-2014, pp. 975-984

LECTURES 27-28

OPERATIONS PLANNING

OBJECTIVE:

To make students understand the way operational planning is done.

CONTENTS:

- Concept of Sales and Operations Planning
- Overview of major Operations Planning Activities
 - Long Range
 - Process Planning
 - Strategic Capacity Planning
 - Forecasting and Demand Management
 - Sales and Operations Planning
 - Medium range
 - Master Scheduling
 - Material Requirement Planning
 - Short Range
 - Order Scheduling
 - Weekly workforce and customer scheduling
 - Daily workforce and customer scheduling

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 , 8, 9, 10

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 29

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 227- 233

REFERENCE BOOK:

1 ibid 4, Page No. 607- 610

ARTICLE:

1. Sayeh Noroozi, Joakim Wikner, “Sales and operations planning in the process industry”, <https://www.iei.liu.se/prodek/.../Salesandoperationsplanningintheprocessindustry.pdf>

LECTURES 29-31**AGGREGATE PRODUCTION PLANNING****OBJECTIVE:**

Aggregate planning involves planning the best quality to produce in the intermediate range. These lectures will help students in understanding the methodology of Aggregate Production Planning.

CONTENTS:

- Definition of Aggregate Production Planning
- The aggregate Production Plan
 - Production Planning Environment
 - Production Planning Strategies
 - Chase Strategy
 - Stable workforce-variable work Hours
 - Level strategy

ASSIGNMENTS FROM QUESTION BANK:**UNIT III**

SHORT ANSWER TYPE QUESTIONS: Q 1, 17, 18, 23, 26

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 258, Q 1, 3, 4
- 2 ibid 2, Page No. 33.24, Q 11

SUGGESTED READINGS:**TEXT BOOKS:**

- 1 ibid 1, Page No. 236- 258
- 2 ibid 2, Page No. 33.1-33.12

LECTURES 32-33

MATERIAL REQUIREMENT PLANNING

OBJECTIVE:

To explain the concept of MRP (Material Requirement Planning) and the operation of the MRP system, its inputs and outputs.

CONTENTS:

- Definition of Material Requirement Planning
- Uses of MRP
- Concept of MPS(Master Production Schedule)
- Material Requirement Planning System Structure
 - Demand for Products
 - Bill of Material File
 - Inventory Record File
- Problems in MRP
- Lot Sizing in MRP systems
 - Lot for Lot
 - Economic Order Quantity
 - Least Total Cost
 - Least Unit Cost
- Problems in MRP

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 7, 13

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 11, 12

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 287-290, Q 1-11
- 2 ibid 2, Page No. 23.18, Q 1-6
- 3 ibid 3, Page No. 610, Q 1-11

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 260-283
- 2 ibid 2, Page No. 23.1-23.8

REFERENCE BOOKS:

- 1 ibid 3, Page No. 584-603
- 2 ibid 4, Page No. 687- 702

ARTICLES:

1. Barnali Chakraborty and Debapratim Purkayastha, Case Study- “ Boeing 787 Dreamliner: Innovation Gone Wrong”, The IUP Journal of Operations Management, Vol. XIV, No. 4, December 2015, pp. 24-43
2. Kwahng Kim, “Material Resource Planning (MRP): Will You Need MRP without the Customer?”, Open Journal of Social Sciences, 2014, 2, pp 256-261

LECTURES 34-36

OPERATIONS SCHEDULING

OBJECTIVE:

To enable students comprehend how various firms develop their schedules to improve their operational efficiency.

CONTENTS:

- Definition of Operations Scheduling.
- Purpose of Scheduling
 - Maximize customer Satisfaction
 - Minimize service Delays
 - Enable proper allocation of Resources
 - Reduces wastage of resources
- Scheduling Methods
 - Forward Scheduling
 - Backward Scheduling
- Scheduling Activities
 - Routing
 - Loading
 - Dispatching
- Scheduling By Type of Operations

- Job Operations
- Repetitive Operations
- Labor-Intensive Operations
- Service Operations
- Scheduling Techniques
 - Gantt Charts
 - Workload Charts
 - Scheduling Charts
- Johnson's Job Sequencing Rules
 - Johnson's rule for two-stage production
 - Johnson's rule for three-stage production
 - Johnson's rule for n-jobs and m-machines
- Theory of Constraints
 - Throughput
 - Inventory
 - Operating Expenses
- Planning and Control
 - Factors determining production planning procedures
 - Importance of Control Functions
 - Benefits of Production Control
 - Elements of Production Control
 - Production Planning Functions

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWERS TYPE QUESTIONS: Q 9, 16, 17, 18, 19

LONG ANSWERS TYPE QUESTIONS: Q1, 2, 4, 11, 25, 28

OTHER ASSIGNMENTS:

1 ibid 1, Page No. 302, Q 4,5,6, 10,13,14,15

2 ibid 3, Page No. 649, Q 1, 2

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 293-302

REFERENCE BOOKS:

- 1 ibid 3, Page No. 622-642
- 2 ibid 4, Page No. 726- 742

ARTICLE:

1. Dhiraj Kumar and Deepak Kaushish, “ Scrap Reduction in a Piston Manufacturing Industry: An Analysis Using Six Sigma and DMAIC Methodology, The IUP Journal of Operations Management, Vol.XIV, No. 2, May 2015, pp.7- 24
2. Dinesh E. D., Arun A. P., Pranav R., “Material Requirement Planning for Automobile Service Plant”, International Journal of Innovative Research in Science, Engineering and Technology, Vol. 3, Special Issue 3, March 2014, pp 1171-1175

LECTURE 37

SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

To explain the principles of supply chain management and the issues considered while devising supply chain management in the business world.

CONTENTS:

- Concept of Supply Chain Management
- Business Drivers in Supply Chain Management
 - Inventory
 - Transportation
 - Facilities
 - Information
- Multi-tiered system of supply chain management
- Building a supply chain
- The pyramid of Supply Chain Management
- Purchasing function and Supply Chain Management
- Principles of Supply Chain Management
 - Segment Customers Based on service Needs
 - Customize the logistics Network
 - Plan Based on market demand
 - Enhance ability to meet customer requirement
 - Improve relationship with the suppliers

- Forces Shaping Supply Chain Management
 - Consumer Demand
 - Globalization
 - Competition
 - Information and Communication
 - Government Regulation
 - Environment
- Electronic Supply Chain Management
 - Implementation of E-SCM
 - Advantages of E-SCM
 - Issues relating to ESCM

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 (B), 12, 14

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 27

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 617, Q 1-11
- 2 ibid 2, Page No. 27.21, Q 1

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 596-617
- 2 ibid 2, Page No. 27.1-27.15

REFERENCE BOOKS:

- 1 ibid 3, Page No. 424-447
- 2 ibid 4, Page No. 418- 437

ARTICLES:

1. Wade Rose, Inderjit Singh Mann & Shirley Rose, “A strategic perspective & taxonomy of supply chain strategies, IUP Journal of Operation Management, Vol XI No.3, Aug 2012 pp. 6-42

2. Subhendu Dey Rythu Bazaar “A study of the supply chain management of the farmers markets of Andhra Pradesh” IUP Journal of Operation Management, Vol XI No.3, Aug 2012 pp.43-66
3. Indrani Mutsuddi, “Supply chain management for effective people management, Issues & Challenges”, IUP Journal of Operation Management, Vol XI No.4, Nov 2012, pp. 53-64.
4. Rohit, Nishant & Mohd Illyas Sharief, “Road Information System: A step forward in supply chain management in India” IIMB management Review, Vol 19 No.4, pp. 13-20.
5. Parvi Bharti, “Green Supply Chain (GSCM)- Key To Sustainability, KAIM Journal of management and research, Vol. 5, no. 1, May- Oct. 2012, pp. 91-96
6. Vishal Gupta, Naseem Abidi, tarun Bansal, Reshu Kumar Jain, “Green Supply Chain Management Initiatives by IT Companies in India”, IUP Journal of Operation Management, Vol XII No.3, May 2013, pp.6-24
7. Puja Singhal, “Green Supply Chain and Eco- Design in electronic Industry”, Delhi Business Review, Vol. 14, No. 1, Jan- June 2013.
8. Rajesh K Singh, Hari Om Sharma, Suresh K Garg, “Study on Supply Chain Issues in an Auto Component Manufacturing Organization: Case Study”, Global Business Review, Vol. 17, No. 5, October 2016, pp. 1196-1210
9. Jayashree Mahajan, Asoo J Vakharia, “Waste Management: A Reverse Supply Chain Perspective”, Vikalpa: The Journal for Decision Makers, Vol. 41, Issue-3, july- September 2016, pp. 197-208.

LECTURES 38-40

INVENTORY MANAGEMENT AND CONTROL

OBJECTIVE:

To make students understand the manner in which proper control can be exercised over inventory and the way in which optimum level of inventory is to be maintained.

CONTENTS:

- Definition of inventory
- Purpose of Inventory
 - To maintain independence of operations
 - To meet variation in product demand
 - To allow flexibility in production scheduling
 - To provide a safeguard for variation in raw material delivery time
 - To take advantage of economic purchase order size
- Inventory Costs
 - Holding costs
 - Setup costs

- Ordering costs
- Shortage costs
- Independent and Dependent System
- Inventory Systems
 - A single-period Inventory Model
 - Multi period Inventory Systems
- Fixed Order Quantity Model
- Fixed Order Quantity Model with safety stock
- Fixed Time Period Model
- Fixed Time Period Model with safety stock
- ABC Analysis
- Inventory Management in Services
- Inventory Management and Supply Chain Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 (B) ,31, 32

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4,12,13,14, 20, 21, 26

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 565-567, Q 1-11
- 2 ibid 2, Page No. 20.21, Q 1
- 3 ibid 3, Page No. 573, Q 1,2

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 530-552
- 2 ibid 2, Page No. 21.1-21.16

REFERENCE BOOKS:

- 1 ibid 3, Page No. 535-569
- 2 ibid 4, Page No. 641- 659

ARTICLE:

- 1 Amit Gupta, R.K.Garg & P.C.Tiwari “Inventory selection criterion: A proposal classification” IUP Journal of Operation Management, Vol XI No.4, Nov 2012, pp. 41-52.
- 2 Darya Plinere, Arkady Borisov, “Case Study on Inventory Management Improvement”, Information Technology and Management Science, doi: 10.1515/itms-2015-0014

LECTURE 41

PURCHASE MANAGEMENT

OBJECTIVE:

To enable students understand the importance of purchase management and various responsibilities of purchasing managers.

CONTENTS:

- Concept of Purchase Management
- Importance of Purchasing
 - Impact of cost on profits
 - Increasing prominence of automated Manufacturing
 - Increased Global Competition
- Organizing Purchasing
- Responsibilities of Purchase Manager
 - Vendor Development
 - Selection of Suppliers
 - Contract Negotiation and communication interface
 - Value Analysis
- Purchasing Process
- Duties of Buyers
- Make or Buy Decisions
- Ethics in Buying

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 6 (B), 32, 33, 34, 35

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 24

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 508, Q 1,5,8
- 2 ibid 2, Page No. 20.21, Q 16,18

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 492-507
- 2 ibid 2, Page No. 20.3-20.15

LECTURE 42

UNIT IV

QUALITY MANAGEMENT

OBJECTIVE:

To enable students to get to know the importance of quality management and its criticality for the success for the organization.

CONTENTS:

- Concept of Quality Control
- Strategic role of Quality
- Quality Functions
- Role of Inspection in Quality Control
- Dimensions of Quality Management
- Developing Quality Specifications
- Relevance of Total Quality Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1, -10, 24

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 7, 9, 8, 21

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 438, Q 1-7

- 2 ibid 2, Page No. 9.27, Q 1-6
- 3 ibid 3, Page No. 688, Q 1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 388-394
- 2 ibid 2, Page No. 9.5-9.16

REFERENCE BOOKS:

- 1 ibid 3, Page No. 662-685

ARTICLES:

- 1 Prabhjot Kaur and Sanjeev Kumar Sharma, "Evaluating the Relationship and influence of Critical Success Factors of TQM on Business Performance: Evidence from SMes of Manufacturing Sector, The IUP Journal of Operations management, Vol XIII, No. 4, November 2014, pp. 17-30.
- 2 Yadav Ramanand, "A Roadmap for Implementing Total Quality Management Practices in Medium Enterprises", The IUP Journal of Operations Management, Vol.XIV, No. 4, November 2015, pp.7-23

LECTURES 43-44

COST OF QUALITY, CONTINUOUS IMPROVEMENT

OBJECTIVE:

To explain the cost involved in measuring quality and the measures required to be undertaken for continuous improvement.

CONTENTS:

- The cost of Quality
 - Appraisal Cost
 - Prevention Cost
 - Internal failure Cost
 - External failure cost
- Dimension of design Quality
 - Performance
 - Reliability/durability
 - Serviceability

- Aesthetics
- Perceived Quality
- Concept of Kaizen
- Applications of Kaizen
 - Customer Orientation
 - Total Quality Control
 - Quality Circles
 - Suggestion Systems
 - Total Productive Maintenance
 - Productivity improvement
 - New Product Development
 - Labour-Management relations
 - Zero-defects
 - Just-in-time System

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 11, 30, 31, 32

LONG ANSWER TYPE QUESTIONS: Q1, 2, 4, 7, 9, 8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 417-421
- 2 ibid 2, Page No. 10.15

LECTURES 45-46

ISO 9000 AND ISO 14000 STANDARDS

OBJECTIVE:

To introduce the concept of ISO 9000 and ISO 14000 standards to the students and help them understand the implications of adoption of standards in organizations.

CONTENTS:

- Definition of ISO 9000 standard
- Requirements of ISO 9000
- Various Guidelines

- Operations considered for measuring ISO 9000
- ISO 9000 Certification
- Benefits from ISO 9000
- ISO 9000 Standards as Non-tariff Trade Barriers
- Concept of ISO 14000
- Global Environment Management Standards
- Benefits of ISO 14000

SUGGESTED READING:

TEXT BOOK:

- 1 ibid 1, Page No. 426-429

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 18, 24, 25, 26, 27, 28, 29

LONG ANSWER TYPE QUESTIONS: Q10, 11, 21, 22, 23

LECTURES 47-48

STATISTICAL QUALITY CONTROL I

OBJECTIVE:

To enable the students to elucidate various measures for statistical quality control.

CONTENTS:

- Concept of Statistical Quality Control
- Importance of Statistical Quality Control
- Attributes Measurement
- Process Control with Attribute Measurement: Using p chart
- Process Control with Attribute Measurement: Using x and r chart
- Process Control with Attribute Measurement: Using np chart
- Process Control with Attribute Measurement: Using c chart

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 439-440, Q 1-4
- 2 ibid 2, Page No. 9.28, Q 14, 15
- 3 ibid 3, Page No. 689, Q 1,2

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 394-412
2. ibid 2, Page No. 9.6-9.9

Practical Questions Discussion

REFERENCE BOOKS:

1. ibid 3, Page No. 665-670

LECTURES 49-51

STATISTICAL QUALITY CONTROL II

OBJECTIVE:

To help the students in solving the practical problems of statistical quality control.

CONTENTS:

Practical Questions Discussion

OTHER ASSIGNMENTS:

1. ibid 1, Page No. 440-441, Q 5-10
2. ibid 2, Page No. 9.29, Q 16
3. ibid 3, Page No. 689, Q 3-9

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 429-438
2. ibid 2, Page No. 9.20-9.26

REFERENCE BOOK:

1. ibid 3, Page No. 669-685

ARTICLES:

1. Patyal, Vishal Singh and K. Maddulety, “Interrelationship between Total Quality Management and Six Sigma: A Review”, Global Business Review December 2015, pp. 25-60
2. Parihar Shwetank, Chandan Bhar and Randhir Kumar, “Electrical Transmission line Installation Projects: A Six Sigma Approach for Project Risk Management”, The IUP Journal of Operations Management, Vol. XIV, No. 1, February 2015 , pp. 54 -64

LECTURE PLAN

HUMAN RESOURCE MANAGEMENT

MS-112

COURSE OUTLINE
MBA II SEMESTER
HUMAN RESOURCE MANAGEMENT -MS 112

L - 04, Credit - 04

OBJECTIVES: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

INTERNAL ASSESSMENT AND ASSIGNMENT:	25 marks
1. Class Test-I – (Written Test)	15 marks
2. Class Assessment + Attendance	10 marks

COURSE CONTENTS:

UNIT I (Introduction to Human Resource Management) (14 Hours)

- Concept of HRM
- Nature, Scope, Functions, Models of HRM
- Roles and Responsibilities of HR managers
- Business and organizational restructuring and its implications for human resource management
- The HRM and approaches to HRM
- Competitive Challenges and HRM
 - Workforce Diversity
 - Managing Protean Careers
 - Moonlighting Phenomenon
 - Psychological Contract
 - Developmental Leadership
 - Employee Engagement.

UNIT II (Strategy and Workforce Planning) (14 Hours)

- Strategic Planning and HR Planning
- Linking the Processes, Methods and Techniques of Forecasting the Demand and Supply of Manpower
- Turnover and Absenteeism
- Job Analysis
- Job Design and Re-design
 - Job enlargement
 - Job Enrichment
 - Corporate strategy and human resource management

- HRM and culture management
- Managing HR after mergers and acquisitions.

UNIT III (Expanding the Talent Pool)

(14 Hours)

- Recruitment, Selection
- Career Development Initiatives
- HRM Competencies:
 - Roles of HR Generalists and HR Specialists
- Training & Development
- Balance Scorecard(BSC)
- Idea underlying BSC,
 - Research by Kaplan and Norton
 - Introducing BSC- step By- Step.

UNIT IV (Contemporary Issues in HR)

(14 Hours)

- Strategic Human Resource Management
- International Human Resource Management
- Wellness Programs
- Work Life Balance And Green HRM
- Different Working Patterns (E.G. Day Work, Shift Systems, Flexi-Time, Working At Home, Casual Employment)
- Human Resource Information Systems and E–HR for The Digital Age.
- Competency Mapping
- Empowering Managers Through Positive Political Skills
- Mentorship
- Introduction to Human Resource Analytics.

STUDY MATERIAL FOR THE SUBJECT

➤ TEXT BOOKS

1. **Author's Name(s):** Gary Dessler & BijuVarkkey (ibid 1)
Title: Human Resource Management
Edition: Fourteenth **Year:** 2015
Publisher: Pearson Education

2. **Author's Name:** C.B Gupta (ibid 2)
Title: Human Resource Management
Edition: Sixteenth Revised Edition **Year:** 2015
Publisher: Sultan Chand & Sons.

3. **Author's Name:** K Aswathappa (ibid 3)
Title: Human Resource Management- Text & Cases
Edition: Seventh Edition (Reprint) **Year:** 2014

Publisher: Tata McGraw Hill

➤ **REFERENCE BOOKS**

4. **Author's Name(s):** Denisi, A., Griffin, R. and Sarkar, A (ibid 4)
Title: Human Resource Management- A South-Asian Perspective
Edition: First **Year:** 2016
Publisher: Cengage Learning (India Edition)
5. **Author's Name(s):** Mondy & Martocchio (ibid 5)
Title: Human Resource Management
Edition: Third Edition (Reprint) **Year:** 2015
Publisher: Sultan Chand & Sons
6. **Author's Name:** Pravin Durai (ibid 6)
Title: Human Resource Management
Edition: Second **Year:** 2018
Publisher: Pearson
8. **Author's Name:** Lloyd L Byars (ibid 7)
Title: Human Resource Management
Edition: Tenth **Year:** 2016
Publisher: Mc GrawHill Education

➤ **JOURNALS**

1. HRM Review
2. HR Magazine
3. Harvard Business Review (HBR)
4. Advances in Developing HR
5. BVIMR Management Edge
6. The IUP Journal of Management Research
7. Journal of Human Values

LECTURES 1-5

BASICS OF HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

To introduce the concept of HRM to the students and help them understand the functions of HRM. The various models of HRM wherein the various stakeholders/activities, role and their impact is explained.

CONTENTS:

- Concept of Human Resource Management
- Nature and Scope of HRM
- Functions of HRM
- Roles and Responsibilities of HR Manager

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 9

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 3, 10

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 1.25, Q 1-6
- 2 ibid 3, Page No. 42, Q 2, 3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No.1.4-1.10
- 2 ibid 3, Page No. 3-11
- 3 ibid 4, Page No.4-11

ARTICLES:

- 1 AlagarajaMeera, “ HRD and HRM Perspectives on Organizational Performance”, HRD Review, Vol. 12, No. 2, June 2013, pp 117-143.
- 2 Rochell R. Me Whorter, “A Synthesis of New Perspectives” on Virtual HRD, Advances in Vol 16., No. 3, August 2014 pp 391- 401.
- 3 Zeidner, Rita, “Rebuilding HR”; HR Magazine May 2015, Vol. 60; No.4; pp: 26-34.

LECTURES 6-7

EVOLUTION OF HRM

OBJECTIVE:

To comprehend the origin of HRM and help students understand how it has evolved over a period of time and the new dimension added to bring it to the current form. The lectures will also be focused on the business and organizational restructuring and its implications for human resource management

CONTENTS:

- Evolution of HRM
 - Factor of Production Concept
 - Paternalistic Concept
 - Humanistic Concept
 - Human Resource Concept
 - Partnership Concept
 - HRD Concept
- Organisational Restructuring
 - Meaning and Significance
 - Process
 - Implications for human resource management

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 8, 9

LONG ANSWER TYPE QUESTIONS: Q 11, 12, 29

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 1.25, Q 12,14
- 2 ibid 3, Page No. 42, Q 1

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No. 1.10-1.11
- 2 ibid 3, Page No. 35-39

ARTICLES:

- 1 Eric Krell, "Change Within", HR Magazine, August, 2011, pp. 43-50.
- 2 Peter Cappelli, "India's Management Mind-Set", HR Magazine, August, 2011, pp.59-62.
- 3 Elisabeth E. Bennet "Introducing New Perspective in Virtual Human Resource Development", Advances in Developing Human Resources, Vol. 16, No. 3, August 2014, pp. 263- 280

LECTURES 8-9

OBJECTIVE:

To help the students understand the various models of HRM wherein the various stakeholders/activities, role and their impact is explained.

CONTENTS:

- HRM Models
 - The Fombrun, Tichy and Devanna Model
 - Selections
 - Appraisal
 - Development
 - Rewards
 - The Harvard Model
 - Stakeholders
 - Situational factors
 - HRM policy choices
 - Long-term consequences

- Feedback loop
- The Guest Model
 - HR Strategy
 - HR Practices
 - HR Outcomes
 - Behavioral Outcomes
 - Performance Results
 - Financial Consequences
- The Warwick Model
 - Outer Context
 - Inner Context
 - Business Strategy Content
 - HRM Context
 - HRM Content
- ASTD Model for Excellence
 - Training and Development
 - Organizational Development
 - Organization/Job Design
 - Human Resource Planning
 - Selection and Staffing
 - Personnel Research and Information System
 - Compensation/Benefits
 - Employee Assistance
 - Union/Labor Relations

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q16, 18, 23

LONG ANSWER TYPE QUESTIONS: Q 20, 21, 24, 36

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 1.26, Q 30
- 2 ibid 3, Page No. 42, Q 4

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 3, Page No. 28-32

LECTURE 10

ROLES AND RESPONSIBILITIES OF HR MANAGERS

OBJECTIVE:

To help the students comprehend the roles and responsibilities of HR managers in organizations and how they contribute effectively.

CONTENTS:

- Role of HR Mangers
 - Policy Formulation
 - Advisory Role
 - Linking Pin Role
 - Representative Role
 - Decision-making Role
 - Mediator Role
 - Leadership Role
 - Welfare Role
 - Research Role
- Responsibilities of Manager
 - Advice and counsel
 - Service
 - Policy formulation
 - Employee Advocacy

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q2, 8, 15

LONG ANSWER TYPE QUESTIONS: Q 13, 27, 44, 46

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 21, Q 4
- 2 ibid 2, Page No. 2.12, Q 4-12
- 3 ibid 3, Page No. 48, Q 8

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 18-21
- 2 ibid 3, Page No. 46-47

REFERENCE BOOKS:

- 1 ibid 7, Page No.12

ARTICLES:

- 1 Krell Eric, “ Is HR Doing More with Less?”, HR Magazine, Vol. 58, No. 9, Sept 2013, pp. 63-66
- 2 Feffer. M,“New Connections- Talent Management”, HR Magazine, April 2015; Vol. 60; No: 3; pp: 46-52
- 3 Valcour Monique, “Managing Yourself: Beating Burnout”, Harvard Business Review, November 2016, pp. 88-91

LECTURE 11-13

COMPETITIVE CHALLENGES AND HRM

OBJECTIVE:

To help the students comprehend the impact of technology on human resource.

CONTENTS:

- Competitive Challenges and HRM
 - Workforce diversity
 - Meaning
 - Factors contributing to workforce diversity
 - Impact of diversity
 - Diversity as a competitive advantage

- Diversity as a source of conflict
- Implications for HRM
- Guidelines for managing diversity
- Managing Protean Careers
 - New developments in managing careers
 - Concept of Protean career
 - Process of career development
 - Concept of Moonlighting
 - Process of moonlighting
 - Advantages and Disadvantages of Moonlighting
- Psychological Contract
- Developmental Leadership
- Employee Engagement.

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 24, 27, 29, 31, 38

LONG ANSWER TYPE QUESTION: Q 30, 43

OTHER ASSIGNMENT:

- 1 ibid 1, Page No. 50, Q 8
- 2 ibid 2, Page No. 38.30, Q 37
- 2 ibid 7, Page No. 113, Q 3-5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 46-48
2. ibid 2, Page No. 38.7-38.12
- 3 ibid 3, Page No. 768-771

REFERENCE BOOK:

1 ibid 7 Page No.6-10

ARTICLES:

- 1 Qin.J.,Muenjohn. H &Chhetri. P, “ A Review of diversity Conceptualization: Variety , Trends & a Framework”. HRD Review , June 2014, Vol 13, No. 2, pp 133- 157
- 2 Srinivasan M.S, “Integrating Workforce Diversity in Global Business: A Psycho-spiritual Perspective”; Journal of Human Values; April 2015, Volume 21; No. 1; pp 1-10.
- 3 Nowak et. al “ The Meaning of Organizational Learning: A Meta Paradigm Perspective, HRD Review, Volume 14,No. 3, Sept 2015, pp 299- 331
- 4 Powers M.P. “Power Stretch”, HR Magazine, Vol 61, NO. 7, September 2016, pp. 60-66

LECTURE 14

STRATEGIC PLANNING AND HR PLANNING

OBJECTIVE:

The lecture intends to enable the students understand the advantages of integrating human resource planning and strategic planning. It helps to comprehend how an organization’s competitive environment, influences strategic planning.

CONTENTS:

- Concept of Strategic Planning
- Concept of Human Resource Planning
- Linking Strategic Planning and Human Resources
 - Mission, Vision and Values
 - External Analysis
 - Customers
 - Suppliers
 - New entrants
 - Rival firms
 - Substitutes
 - Internal Analysis
 - Culture
 - Competencies
 - Composition
 - Strategy Formulation
 - Strategy Implementation
 - Evaluation and assessment

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 13, 16, 24

LONG ANSWER TYPE QUESTIONS: Q 8, 9, 14, 19

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 138, Q 5
- 2 ibid 2, Page No. 5.19, Q 1-7
- 3 ibid 3, Page No. 128, Q 1-4
- 4 ibid 4, Page No. 93, Q 1, 2, 4, 5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 112-125
- 2 ibid 2, Page No.5.4-5.7
- 3 ibid 3, Page No. 74-91, 99-109
- 4 ibid 4, Page No. 138-142

REFERENCE BOOKS:

- 1 ibid 5, Page No. 86-95
- 2 ibid 7, Page No. 89-106

ARTICLE:

- 1 Karami. A et.al “ The Influence of HR Practices on Business Strategy and Firm Performance: A Case of Banking Industry in Iran”; The IUP Journal of Management Research; January 2015; Volume XIV; No. 1; pp: 30-4.

LECTURES 15-17

METHODS AND TECHNIQUES OF FORECASTING THE DEMAND AND SUPPLY OF MANPOWER

OBJECTIVE:

To enable students understand the Methods and Techniques of forecasting Demand and supply of HRM Planning for anticipating surpluses and deficiencies and taking appropriate action.

CONTENTS:

- HR Demand Forecast
 - External
 - Internal
- Forecasting Techniques
 - Managerial Judgment
 - Ratio-Trend analysis
 - Regression analysis
 - Work study technique
 - Mathematical models
 - Employment trends
 - Replacement Needs
 - Productivity
 - Absenteeism
 - Expansion and growth
 - Quantitative Aspect
 - Workload analysis
 - Workforce analysis
 - Qualitative aspect-skills analysis
- Forecasting supply of human resources
 - Markov-chain analysis
 - Expected loss of manpower
- Action Planning
 - Recruitment plan
 - Redeployment plan
 - Redundancy plan
 - Promotion plan
 - Transfer plan
 - Training an development plan
 - Productivity plan
 - Retention plan

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 15, 25, 35

LONG ANSWER TYPE QUESTIONS: Q4, 5, 6, 8

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 138, Q5
- 2 ibid 2, Page No. 5.20-5.21, Q 11, 15,17,21,22
- 2 ibid 3, Page No. 128, Q 5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 118-120
- 2 ibid 2, Page No. 5.8-5.19
- 2 ibid 3, Page No. 109-114

REFERENCE BOOKS:

- 1 ibid 7, Page No. 94-98

LECTURE 18

COMPUTING TURNOVER AND ABSENTEEISM

OBJECTIVE:

To enable students comprehend the methods of calculating the costs associated with absenteeism and turnover and how organizations should deal with it.

CONTENTS:

- Computing the turnover rate
- Determine the costs of turnover

- Separation costs
- Replacement costs
- Training costs
- Employee absenteeism rates
 - Computing absenteeism rates
 - Comparing absenteeism data
 - Costs of absenteeism
- Absenteeism and HR Planning

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 26-28, 33

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 3, Page No. 96-99

LECTURES 19-20

JOB ANALYSIS

OBJECTIVE:

Enabling students understand Job Analysis and the various factors considered in designing, Job Description and Job Specification.

CONTENTS:

- Concept of Job Analysis
- Objectives of Job Analysis
- Significance of Job Analysis
- The process of Job Analysis
 - Organizational analysis
 - Organizing job analysis programme
 - Deciding the uses of job analysis information
 - Selecting representative jobs for analysis

- Understand job design
- Collection of data
- Developing a job description
- Preparing job specification
- Techniques of Job Analysis
 - Job performance
 - Personal Observation
 - Interview
 - Questionnaire
 - Critical Incidents
 - Log Records
- Job Description
 - Concept
 - Uses of job description
 - Content of job description
 - Guidelines for preparing job description
 - Distinction between job analysis and job description
- Job specification
- Role Analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 6, 38

LONG ANSWER TYPE QUESTIONS: Q 16, 20-24, 46, 51

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 106, Q4, 6, 8, 9
- 2 ibid 2, Page No. 6.27, Q 1, 2, 11-13
- 2 ibid 3, Page No.185, Q 1, 2
- 3 ibid 7, Page No.137, Q 1-7

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 82- 102
- 2 ibid 2, Page No. 6.2- 6.11

3 ibid 3, Page No. 138-158

REFERENCE BOOKS:

- 1 ibid 6, Page No. 120-133
- 2 ibid 7, Page No. 65-81

ARTICLE:

- 1 Pato. BeataSz. G “The 7 most important criterions of Job Descriptions, “International Journal of Business Insights and Transformation”, October 2013- March 2014, Vol. 7, Issue 1, pp. 68- 73.

LECTURES 21-22

JOB DESIGN AND FLEXIBLE WORK SCHEDULES

OBJECTIVE:

Enabling students to understand the concept and issues of job design so as to take note of the various factors and aspects included while designing and redesigning the job.

CONTENTS:

- Concept of Job Design
- Approaches to job design
 - Classical approach
 - Task Fragmentation
 - Optimization of technology
 - Standardization
 - Specialization
 - Training
 - Individual Responsibility
 - Economic incentive
 - Behavioral approach
- Factors affecting Job Design
 - Organizational Factor
 - Work Flow
 - Ergonomics
 - Environmental Factor
 - Employee Abilities And Availability
 - Social and cultural Expectations
- Methods of Job Design
 - Job rotation
 - Job enlargement

- Job enrichment
 - Distinction between job enlargement and job enrichment
 - Steps in job enrichment
 - Techniques of job enrichment
 - Principles of job enrichment
- Recent Trends in job redesign
 - Autonomous work groups
 - Special purpose team
 - Quality circle
 - Production cell
 - Self-directed work team
 - Job sharing
 - Flexible working schedule or flextime
 - Advantages and disadvantages of using flexi time programmes
 - Compressed workweek
 - Virtual offices
 - Compressed work week
 - Telecommuting
- Corporate strategy and human resource management
- HRM and culture management
- Managing HR after mergers and acquisitions

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 22, 52

LONG ANSWER TYPE QUESTIONS: Q 48,49

OTHER ASSIGNMENTS:

2 ibid 2, Page No. 6.28, Q 22, 26-29

3 ibid 3, Page No. 185, Q 3, 4

SUGGESTED READINGS:

TEXT BOOKS:

2 ibid 2, Page No.158-177

3 ibid 3, Page No.117-135

REFERENCE BOOKS

- 1 ibid 7, Page No. 74-81

ARTICLES:

- 1 Dave Zielinski, “In-House Connections”, HR Magazine, August, 2011, pp. 65.
2. Hargrove , M. B. “ The HRD Eustress Model: Generating Positive Stress with Challenging Work, HRD Review , Volume 14(3) Sept 2015, pp 279 – 298

LECTURES 23-25

RECRUITMENT AND SELECTION

OBJECTIVE:

The objective of these lectures is to introduce the students with the entire concept of Recruitment and Selection and the methods that may be adopted by the organizations to identify and select the right fit.

CONTENTS:

- Recruitment and Selection
 - Meaning of Recruitment
 - Process of Recruitment
 - Recruitment Policy
 - Sources of Recruitment
 - Techniques of Recruitment
 - Considerations in Recruitment
 - Meaning of Selection
 - Steps in Selection Process
 - Selection Testing
 - Selection Interviewing

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q.1-5

LONG ANSWER TYPE QUESTIONS: Q 3,59

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 5.6-5.9, 6.6-6.9, 7.4-7.9
2. ibid 2, Page No. 7.34, Q 7, 12
- 2 ibid 3, Page No. 217, Q 2, Page No.247 Q1-7

SUGGESTED READINGS:

TEXT BOOKS:

- ibid 1, Page No. 119-137, 146-167, 176-191
2. ibid 2, Page No. 7.1-7.40
3. ibid 3, Page No. 190-219, 220-247
4. ibid 4, Page No. 98-121, 132-169

REFERENCE BOOKS:

1. ibid 5, Page No. 131-149, 154-179
2. ibid 6, Page No. 131-145, 150-166

ARTICLES

1. Premezic Chamorro Tomas, “Job search-Ace the Assessment”, Harvard Business Review, July-August 2015, pp 116-120
2. Robb. Drew,” New Core Unbounding Portals Provide a Warmer Welcome, HR Magazine, Vol. 60, No. 10, December 2015/Jan 2016, Pages: 58- 60.
3. Roepe .L. , “Millennial – IZE Your Recruiting Communications Culture and a Clear Path Matter to Younger Workers”, HR Magazine , April 2017, Pg: 44- 48
4. Arnold.J. ,” A Sounder Selection Process “,HR Magazine , Oct 2017, Pg: 36- 40

LECTURES 26 -27

CAREER DEVELOPMENT INITIATIVES

OBJECTIVE:

The objective of this lecture is to introduce the students to the concept of career planning and development for ensuring that the employees are aware of the growth opportunities available to them in the organization.

CONTENTS:

- Managing Careers
 - Concept of Career
 - Career Stages
 - Career Planning
 - Career Planning Process
 - Career Planning and Manpower Planning
 - Career Planning and Succession Planning
 - Career Development
 - Career Development Programme
 - Innovative Corporate Career Development Initiatives
 - Provide each employee with an individual budget
 - Offer on-site or online career centers

- Encourage role reversal
- Establish a “corporate campus”
- Help organize “career success teams”
- Provide career coaches
- Provide career planning workshops
- Computerized on- and offline programs are available for improving the organizational career planning process

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 9,10,11,29,40

LONG ANSWER TYPE QUESTIONS: Q 15,16,17,18

OTHER ASSIGNMENTS:

2. ibid 2, Page No. 11.16, Q 1,2,3,4,5,6,7,8,9,14,15,16,17,18
3. ibid 3, Page No. 313,Q8

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 278-284
- 2 ibid 2, Page No. 11.1-11.13
- 3 ibid 3, Page No. 297-308

REFERENCE BOOK:

- 1 ibid 6, Page No.190-204

ARTICLES:

- 1 Sharma Hemant and Sharma Dhirendra, “Human development index: Revisited-Integration of Human Values”, Journal of Human Values, April 2015, Vol.21, No.1, pp.23-36
- 2 Erin Binney, “Choose Your Own Career Adventure”, HR Magazine , Nov.2017, Pg: 29- 52

LECTURE 28

HRM COMPETENCIES: HR GENERALISTS & HR SPECIALISTS

OBJECTIVE:

The objective of this lecture is to introduce the students with the various roles of the HR manager in the organization.

CONTENTS:

- Role of Human Resource Manager
 - As a Specialist
 - As an Information Source
 - As a Change Agent
 - As a Controller
 - As a Liaison Man
 - As a Housekeeper
 - As a Fire Fighter
- Competencies of Human Resource Manager
 - Educational qualifications
 - Personal attributes
 - Intelligence
 - Communicative ability
 - Decisiveness
 - Human skills
 - Teaching skills
 - Executing skills
 - Leadership skills
 - Training and experience
 - Professional attitudes
- Status of Human Resource Manager
 - The policeman
 - The law man
 - The liaison man
 - The catering man
 - The welfare man
 - The productivity man

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 17-21

LONG ANSWER TYPE QUESTIONS: Q 32,33,34,58

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 2.11-2.14 Q1-4
- 2 ibid 4, Page No. 321, Q 1,7,8

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 278-287
- 2 ibid 1, Page No. 2.7-2.11

REFERENCE BOOKS:

1. ibid 4, Page No. 26-31
2. ibid 5, Page No. 4-7
3. ibid 6, Page No. 53-61

ARTICLES:

1. Fink. A., “The Case for Competencies”, HR Magazine , April 2017, Pg: 22 – 25
2. Piazza. L., “ Putting Competencies to Work”, HR Magazine , April 2017, Pg: 26- 34

LECTURES 26-27

TRAINING AND DEVELOPMENT

OBJECTIVE:

The objective of these lectures is to introduce the students comprehend the training and development initiatives an organization undertakes to help employees become more efficient and effective.

CONTENTS:

- Training
 - Concept of Training
 - Need for Training
 - Importance of Training
 - Types of Training
 - Identifying Training Needs
 - Objectives of Training
 - Designing a Training Programme
 - Techniques of Training
 - Evaluating Training Effectiveness
 - Retraining
- Development
 - Concept of Executive Development
 - Objectives of Executive Development
 - Importance of Executive Development
 - Process of Executive Development
 - Methods and Techniques of Executive Development
 - Principles of Executive Development

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 22, 26

LONG ANSWER TYPE QUESTIONS: Q 9-14, 56

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 9.25, Q 16,17,19
2. ibid 3, Page No. 313,Q 1-7

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No. 204-230
2. ibid 2, Page No. 9.3-9.23, 10.1-10.18
3. ibid 3, Page No. 262-290
4. ibid 4, Page No. 132-138

REFERENCE BOOKS:

1. ibid 5, Page No. 214-239
- ibid 6, Page No. 210-227, 235-244

ARTICLES:

1. Krell Eric, "Get Sold on Training Incentives", HR Magazine, Feb 2013, pp 57-60.
2. Fox Adrienne, "Help Managers Shine", HR Magazine, Feb 2013, pp 43-46.
3. Mittal Arun and KaurManpreet, Evaluating Training Programs for Women Employees in Public Sector Enterprises: A Case Study of DLW", BVIMR Edge, Vol 6, no. 1, Jan-June 2013, pp 51-56.
4. Gino Francesca and Staats Bradley, "Why Organisations Don't Learn", Harvard Business Review, November 2015, pp 90-97
5. Lakra. M. R. " Assessment of Employee Training: The Case of Steel Industry in India", the IUP Journal of Management Research, Vol. XV No.4, October 2016, Page: 59- 75.
6. Arnold. J. ,"Building Strength Through Cross Training", HR Magazine , April 2017, Pg: 51- 45

LECTURES 28-30

BALANCE SCORECARD

OBJECTIVE:

The objective of these lectures is to introduce the students to the concept of balance scorecard, the idea underlying BSC and the step by step introducing of BSC.

CONTENTS:

- Balance Score Card

- History of Balance Scorecard
- Concept of Balance Scorecard
- Importance of Balance Scorecard
- Perspectives of Balance Scorecard
 - Financial Perspective
 - Customer Perspective
 - Business Process Perspective
 - Learning and growth Perspective
- Measurement of Perspectives
 - Objectives
 - Measures,
 - Targets
 - Initiatives
- Implementation of Balance score Card in real business
- Balance Scorecard and HR

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

HAND NOTES <http://www.hrware.com/balanced-scorecard-2/>
<http://www.whatishumanresource.com/balanced-scorecard>

LECTURES 31-32

STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

To help understand the difference between HR and strategic human resource management along with the growing importance of strategic orientation of organizations.

CONTENTS:

- Concept of Strategic Human Resource Management
- Role of Strategic Human Resource Management
- Implementation of Strategic Human Resource Management
- Role of Human Resource Professional in Strategic HRM
- Difference between Strategic Human Resource Management and Human Resource Management
- Barriers to Strategic Human Resource Management

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1,6,7

LONG ANSWER TYPE QUESTIONS: Q1,3,6,27,30

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 3.22-3.24, Q 1-4
- 2 ibid 3, Page No. 90, Q 1, 2, 3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No.58-67
2. ibid 2, Page No.3.1-3.24
- 2 ibid 3, Page No. 74-92
- 3 ibid 4, Page No. 71-74

REFERENCE BOOK:

- 1 ibid 6, Page No. 23-37

ARTICLES:

- 1 Gino Francesca and Staats Bradley, "Why Organisations Don't Learn", Harvard Business Review, November 2015, pp 90-97
- 2 Jawahal David & Harindran H.R," The Influence of Affect on Acceptance of Human Resource Information Systems with special reference to Public Sector Undertaking ," The IUP journal of Management Research; Vol. XV No. 2, April 2016, Page 33- 52.

LECTURE 33

INTERNATIONAL PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

To help students acquaint with the work force diversity and the measures a HR manager ought to take to manage them.

CONTENTS:

- Concept of International Human Resource
- Cultural Diversity
 - Individualism and Collectivism
 - Power Orientation
 - Uncertainty Avoidance
 - Masculinity
 - Time Orientation
- Workforce Diversity
 - PCN
 - HCN
 - TCN
- Language Diversity
- Economic Diversity
- Reasons of Growth of IHRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 29,30

LONG ANSWER TYPE QUESTIONS: Q8,10,12,35

OTHER ASSIGNMENTS:

1 ibid 2Page No. 37.19-37.22 Q 1,2

SUGGESTED READINGS:

TEXT BOOKS:

1. ibid 1, Page No.490-506
2. ibid 2, Page No.37.1-37.22
- 3 ibid 3 Page No.796-806
- 4 ibid 4 Page No.308-331

REFERENCE BOOKS:

- 1 ibid 5 Page No. 391-404
- 2 ibid 6, Page No.638-653

ARTICLE:

- 1 Aliah D. Wright, “No Easy Task: Keeping Employees Safe While They Work Under Extreme Conditions Around the World”, HR Magazine, May 2011, pp 28-31.

LECTURES 34**WELLNESS PROGRAMS****OBJECTIVE:**

Employees and their wellness must be managed effectively by organization so as to ensure that they work committedly and productively in organizations. The lecture acquaints the students with the wellness programs, the objective and the types of wellness programs organizations implement for their employee wellbeing.

CONTENTS:

- Definition of wellness programs
- Growing importance of wellness programs
- Types of wellness programs
- Social networking and wellness programs

OTHER ASSIGNMENT:

- 1 ibid 5, Page No.384, Q 13.14

SUGGESTED READINGS:**TEXT BOOK:**

- 1 ibid 4, Page No.351-353

REFERENCE BOOK:

- 2 ibid 5, Page No.373-375

ARTICLE:

1. Susan .M., “Wellness Blows UP”, HR Magazine , Sept 2017, Pg: 62- 67

LECTURES 35

WORKLIFE BALANCE

OBJECTIVE:

This lecture helps students comprehend the concept of work life balance, the ways in which organizations offer work place flexibility and benefits associated to the organization on account of these practices.

CONTENTS:

- Concept of work life balance (WBL)
- Benefits associated with WBL
- Types of WBL
 - Job sharing
 - Flexible working schedule or flextime
 - Two-in-a-Box
 - Part-Time Work
 - Virtual offices
 - Telecommuting
 - Compressed work week

OTHER ASSIGNMENT:

1. ibid 5, Page No.302, Q 10.14, 10.15

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 4, Page No.351-353

REFERENCE BOOK:

1. ibid 5, Page No.296-300

ARTICLES:

1. TuragaRevathi, "The Pursuit of Excellence at Work and in Life", The IUP Journal of Soft Skills, September 2015, Vol. IX, No.3, pp 34-53
2. Krakovsky. M., "The Flexible Blue Collar", HR Magazine , April 2017, Pg: 35 – 42
3. Waters. S., "Quality Living, Quality Work", HR Magazine , Sept 2017, Pg: 68

LECTURE 36

GREEN HUMAN RESOUCCE MANAGEMENT

OBJECTIVE:

The objective of this lecture is to introduce the students with the concept and growing importance of green human resource management practices followed in the organizations.

CONTENTS:

Concept of Green HRM

HR process involved in Green HRM

- Recruitment
- Performance management and appraisal
- Training and development
- Employment relations
- Pay and reward
- Exit

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 16,17

LONG ANSWER TYPE QUESITONS: Q 18,19

REFERENCE:

1 Hand Outs given in class

ARTICLE:

1.Powers .M. ,”In the Green Sustainable Design Practices Lead to Happy Employees- and Healthy Businesses”, HR Magazine , Oct 2017, Pg: 26- 34

LECTURES 37-38

HUMAN RESOURCE INFORMATION SYSTEM

OBJECTIVE:

The objective of these lectures is to introduce the students with the concept, need and process of Human Resource Information System

CONTENTS:

Human Resource Information System

- Need for Human Resource Information System
- Objectives of HRIS
- Components of an HRIS
- Types of HRIS
- Designing & Implementation of a Human Resource Information System
- Advantages of Human Resource Information System

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 27, 28

LONG ANSWER TYPE QUESTION: Q 34

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 35.15, Q 8,9

2. ibid 6, Page No. 599, Q 1-8

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 2, Page No. 35.1-35.14, 34.9-34.13

REFERENCE BOOK:

1 ibid 6, Page No 582-598

ARTICLE:

LECTURES 39-40

e-HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

The objective of these lectures is to help the students comprehend the concept, nature, different dimensions and activities of e-HRM.

CONTENTS:

e-Human Resource Management

- Concept of e-HRM
- Nature of e-HRM
- E-HRM activities
 - e-recruitment
 - e-selection
 - e-performance management
 - e-learning
 - e-compensation

OTHER ASSIGNMENTS:

1. ibid 3, Page No. 842-844, Q 1-5

SUGGESTED READINGS:**TEXT BOOK:**

1. ibid 3, Page No. 834-842

REFERENCE BOOKS:

1. ibid 6, Page No 582-598

LECTURES 41-42**COMPETENCY MAPPING****OBJECTIVE:**

The objective of these lectures is to help the students comprehend the origin, concept, types and levels of competency mapping.

CONTENTS:

Origin of Management including Competency Mapping

- Competence
 - * Motives
 - * Traits
 - * Self Concept
 - * Knowledge
 - * Skill
- Types of competencies
- Levels of Competency
- Application levels of a competency
- Competency Mapping

- Competency Assessment

Handouts in the class

ARTICLE:

1 Rockwood.K., “The University of You”, HR Magazine , May 2017, Pg: 39 – 44

LECTURES 43-44

EMPOWERING MANAGERS THROUGH POSITIVE POLITICAL SKILLS

OBJECTIVE:

The objective of these lectures is to help the students understand the need and techniques of empowerment also enabling students to understand the concept, elements, approaches to empowerment and know how it aids in increasing the organizational effectiveness.

CONTENTS:

- Concept of Empowerment
- Elements of Empowerments
 - Self-sufficiency or competence
 - Meaningfulness
 - Impact
- Approaches to Empowerment
 - Job mastery
 - Control
 - Role models
 - Reinforcement
 - Support
- Importance of Empowerment
 - Knowledge workers
 - Cut throat competition
 - Speed and Flexibility
 - Globalization
 - Human Resource Development
- Barrier to Empowerment
 - Incongruent organizational culture
 - Love for authority
 - Fear of Retribution by superiors
 - Fear of retribution by subordinates
 - Dependency of subordinates
- Making empowerment effective
 - Impact
 - Competence
 - Meaningfulness

- Choice

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 7, 8, 22, 39

LONG ANSWER TYPE QUESTIONS: Q 14, 22, 23

OTHER ASSIGNMENTS

1 ibid 2, Page No. 13.10 Q1-13

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 2, Page No. 13.2-13.9

ARTICLES:

1. Sammer .J., "Your Guide to an Engaging Open Enrollment", HR Magazine , Sept 2017, Pg: 40- 48

2. Wright .A., "Indira Sovakar Empower HR" , HR Magazine , Sept 2017, Pg: 56- 59

LECTURE 43

MENTORSHIP

OBJECTIVE

The lecture helps students understand the concept of mentorship, its growing importance and the manner in which the organizations undertake the activity.

CONTENTS:

- Concept of Mentoring
- Types of Mentoring
- Advantages of Mentoring
- Mentoring in organizations

Handouts in the class

OTHER ASSIGNMENTS

- ibid 5, Page No. 242, Q8-18

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 1, Page No.282-283

REFERENCE BOOKS

1. ibid 5, Page No.236-237
2. ibid 6, Page No.239

ARTICLE:

1 Lytle. M. , “Putting Mentoring in Reverse”, HR Magazine , May 2017, Pg: 46 - 51

LECTURE 44

INTRODUCTION TO HUMAN RESOURCE ANALYTICS.

OBJECTIVE

The lecture helps students know the concept of Human Resource Analytics and its usage in the current age employment

CONTENTS:

- Concept of HR Analytics
- Difference between HR metrics and HR Analytics
- Measures of HR Analytics

OTHER ASSIGNMENTS

1 ibid 4, Page No. 676, Q6

SUGGESTED READINGS:

TEXT BOOK:

1. ibid 4, Page No.672-673

LECTURE PLAN

E-BUSINESS

MS-114

COURSE OUTLINE
MBA - II SEMESTER
E-BUSINESS - MS 114

L - 4 Credits - 04

OBJECTIVES:

The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

INTERNAL ASSESSMENT AND ASSIGNMENT

25 Marks

1. Class Test-I – (Individual Presentation/Viva-Voce/Report)
2. Class Assessment + Attendance

15 marks

10 marks

COURSE CONTENTS:

1. Introduction

- Electronic Business
- Electronic Commerce
- Electronic Commerce Models
- Types of Electronic Commerce
- Value Chains in Electronic Commerce
- E-Commerce in India
- Internet
- World Wide Web
- Internet Architectures
- Internet Applications
- Web Based Tools for Electronic Commerce
- Intranet
- Composition of Intranet
- Business Applications on Intranet
- Extranets
- Electronic Data Interchange
- Components of Electronic Data Interchange
- Electronic Data Interchange Communication Process (15 Hours)

2. Security Threats to e-business

- Security Overview
- Electronic Commerce Threats
- Encryption
- Cryptography
- Public Key and Private Key Cryptography
- Digital Signatures
- Digital Certificates
- Security Protocols over Public Networks: HTTP, SSL
- Firewall as Security Control
- Public Key Infrastructure (PKI) for Security
- Prominent Cryptographic Applications (10 Hours)

3. Electronic Payment System

- Concept of Money
- Electronic Payment System
- Types of Electronic Payment Systems
- Smart Cards and Electronic Payment Systems
- Infrastructure Issues in EPS
- Electronic Fund Transfer. (10 Hours)

4. E-Business Applications & Strategies

- Business Models & Revenue Models over Internet
- Emerging Trends in e-Business
- e-Governance
- Digital Commerce
- Mobile Commerce
- Strategies for Business over Web
- Internet based Business Models (10 Hours)

STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of E Business, and students are advised to go through the material for thorough understanding of the subject:

➤ TEXT BOOKS:

1. **Author's Name(s):** Kenneth C. Laudon, Carol guerciotraver
Title: E-Commerce: Business, Technology, Society
Edition: 4th Year: 2013
Publisher: Pearson (ibid 1)
2. **Author's Name(s) :** Bharat Bhaskar
Title: Electronic Commerce
Edition: 4th Year 2014
Publisher: Tata McGraw Hill (ibid 2)

➤ REFERENCE BOOKS:

1. **Author's Name(s):** Joseph, P.T. and S.J.
Title: E-Commerce – An Indian Perspective
Edition: 4th Year 2013
Publisher: PHI (ibid 3)
2. **Author's Name(s) :**Efraim Turban, David King, Dennis Viehland, Jae Lee,
Title: Electronic Commerce – A Managerial Perspective
Edition: 7th Year 2014
Publisher: Tata McGraw Hill (ibid 4)
3. **Author's Name(s) :**Dave Chaffey
Title: E- Business and E- Commerce management- Strategy, Implementation and Practice
Edition: 5th Year 2011
Publisher: Prentice Hall (ibid 5)

➤ JOURNALS:

1. International Journal of Research and Development - A Management Review (IJRDMR)
2. International Journal of Advanced Research in Computer Science and Software Engineering

3. IUP Journal of Information Technology
4. International Journal of u- and e- Service, Science and Technology
5. Electronic Commerce Research and Applications
6. International Journal of Computing & Business Research
7. Journal of Management Information System & E-commerce

LECTURES 1 -2

INTRODUCTION OF E BUSINESS & E-COMMERCE

OBJECTIVE:

The objective of these lectures is to introduce the students with the whole concept of Electronic Business & Electronic Commerce. Since e-business involves procurement and selling of services or products using electronic systems like Internet and other computer networks, students would also be given a concise idea of technical aspect.

CONTENTS:

- Introduction to e-business:
- Electronic Business
- Electronic Commerce
 - Advantages of Electronic Commerce
 - Disadvantages of Electronic Commerce
 - Impact of Electronic Commerce
 - Traditional versus Electronic Commerce
 - Driving Forces for E-Commerce
- Difference between Electronic Commerce and Electronic Business

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 1-8, 29, 30, 31, 41,42, 43

LONG ANSWER TYPE QUESTIONS: Q 4, 7,8, 19, 20

OTHER ASSIGNMENTS:

1. ibid 1, Page No. 58, Q 1-17

- 2 ibid 2, Page No. 42, Review Questions Q 1-4
- 3 ibid 3, Page No. 35,Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 6-52
- 2 ibid 2, Page No. 2-16

REFERENCE BOOKS:

- 1 ibid 3, Page No. 1-34
- 2 ibid 4, Page No. 4-26

ARTICLES:

1. Alka Raghunath & MurliDhar Panga, “Problem and Prospects of E-Commerce” International Journal of Research and Development-A Management Review (IJRDMR),2013, Vol. 2,No. 1.
2. Shu-Fei Yang, “An eye-tracking study of the Elaboration Likelihood Model in online shopping”, Elsevier, Electronic commerce- Research and application, December 2014.
- 3 MB Blake, “Reflecting on Software Engineering Research for Internet Computing”, IEEE Internet Computing, Volume- 20, Issue- 2, Mar-Apr. 2016

LECTURES 3-4

MODELS OF E-COMMERCE

OBJECTIVE:

The first step in the understanding of e-commerce is to identify the e-commerce model. The objective of these lectures is to introduce the students with the whole concept of Electronic Commerce Models. Their application, benefits and limitation would also be given due importance.

CONTENTS:

- Electronic Commerce Models
 - Storefront Model

- Click-And-Mortar Model
- Built To Order Merchant Model
- Service Provider Model
- Subscription-Based Access Model
- Prepaid Access Model
- Broker Model
- Advertiser Model
- Portal Site Model
- Free Access Model
- Virtual Mall Model
- Virtual Community Model
- Info-mediary Model

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 9, 10, 32, 33, 35, 42

LONG ANSWER TYPE QUESTIONS: Q 3, 6, 23, 24

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 114, Q 1-21,22,26,27,29
- 2 ibid 3, Page No. 96, Q1-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 66-105
- 2 ibid 2, Page No. 46-60

REFERENCE BOOKS:

- 1 ibid 3, Page No. 37-96
- 2 ibid 4, Page No. 26-34

LECTURES 5-6

ELECTRONIC COMMERCE VALUE CHAIN & APPLICATIONS OF ECOMMERCE TECHNOLOGIES

OBJECTIVE:

The objective of these lectures is to introduce the students with Electronic Commerce Value Chain and Integration of E-Commerce. After getting students acquainted with types of electronic commerce, the various applications of Electronic commerce technologies would be discussed in detail.

CONTENTS:

- Electronic Commerce Value Chain
- Types of Electronic Commerce
- Integrating E Commerce
 - Business to Consumer(Internet)
 - Business to Business(Internet and Extranet)
 - Supply chain Management
 - Business Within Business(Intranet)
 - Business to Government
- Applications of Electronic Commerce Technologies
 - Electronic Auctions
 - Electronic Banking
 - Electronic Searching
 - Education and Learning
 - Marketing
 - Supply chain Management
 - Electronic Trading

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 20, 21

LONG ANSWER TYPE QUESTIONS: Q 1, 5, 14, 16, 21, 33

OTHER ASSIGNMENT:

- 1 ibid 3, Page No. 433, Q 2-3

SUGGESTED READINGS:**TEXT BOOKS:**

- 1 ibid 1, Page No. 98-107

REFERENCE BOOK:

- 1 ibid 3, Page No. 423-428

ARTICLES:

1. S. Chinchu Krishna & G. Selvakumar, "Website Web Service Based E-Logistics Application", International Journal of Modern Engineering Research (IJMER), Mar-Apr 2012, Vol.2, No. 2, pp-084-088.
2. Willem Standaert, Steve Muylle & Isabelle Amelinckx, "An empirical study of electronic reverse auction project outcomes", Elsevier, Electronic commerce- Research and application, December 2014.
3. K. Gangeshwer, "E-Commerce or Internet Marketing: A Business Review from Indian Context", International Journal of u- and e- Service, Science and Technology, 2013, Vol.6, No.6, pp.187-194.
4. Mahfuzul Huda , Y.D.S. Arya , M. H. Khan "Evaluating Effectiveness Factor Of Object Oriented Design: A Testability Perspective" International Journal of Software Engineering & Applications (IJSEA), Vol.6, No.1, January 2015 pp. 41-49.

LECTURES 7-8**ECOMMERCE IN INDIA AND INTRODUCTION TO TECHNOLOGIES INVOLVED IN ECOMMERCE****OBJECTIVE:**

The objective of these lectures is to discuss e-commerce in India. Also the lecture would emphasize on introducing the technical details involved in an ecommerce application. The whole concept of Internet and World Wide Web would be explained.

CONTENTS:

- E-commerce in India
- Internet
 - Development of Internet
 - Five layer model of E-business Infrastructure
- World Wide Web
 - Creation of World Wide Web
 - Protocols Accessible on Web
 - Web Search Elements
 - Web Server
 - The Browser
 - Plug-Ins
 - Multimedia
 - Electronic Mail
 - Blogs
 - Stability and Reliability of Web
 - URL and HTTP
 - Security Protocols
 - Internet Service Provider

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 11, 12,17,18,20,22,23,34

LONG ANSWER TYPE QUESTIONS: Q 2,8,9,10,17, 22

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 194, Q 1-10
- 2 ibid 3, Page No. 153, Q 1-5

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 122-163
- 2 ibid 2, Page No. 87-98

REFERENCE BOOK:

- 1 ibid 3, Page No. 98-137

ARTICLES:

1. Lawal Mohammed Ma'aruf & Khadija Abdulkadir, "An overview of e-commerce implementation in developed and developing country; A case study of United State and Nigeria", International Journal of Modern Engineering Research (IJMER) , Sep.-Oct.. 2012, Vol. 2, No. 5, pp. 3068-3080.
2. Petri Parvinen , Harri Oinas-Kukkonen, Maurits Kaptein," E-selling: A new avenue of research for service design and online engagement", Elsevier, Electronic commerce-Research and applications, December 2014.
3. Monica Law, Ron & Mark Ng, "An extended online purchase intention model for middle-aged online users" Electronic Commerce Research and Applications, December 2016, Vol. 20, pp. 132–146.
4. Abid Saeed Khattak, Malik Sikander Hayat Khiyal, Sanam Shahla Rizvi "Verification and Validation of Agent-Based Model Using EVOMAS Approach "IJCSNS International Journal of Computer Science and Network Security, VOL.15 No.3, March 2015, pp 29-35.

LECTURES 9-11

INTERNET ARCHITECTURE IN ECOMMERCE

OBJECTIVE:

The objective of these lectures is to get students acquainted with the concept of 'network'. Since network and internet play an important role in ecommerce, students would be familiarized with the whole concept of Internet Architecture. Also various protocol involved in communication would be discussed.

CONTENTS:

- Internet Architecture
 - Networks
 - Types of Networks
 - Peer To Peer Networks
 - Client Server Network

- IP Addresses
- Networks and Numbers
- Networks and Sizes
- Domain Names
- Internet Protocols
 - OSI Reference Model
 - ✓ Application Layer
 - ✓ Presentation Layer
 - ✓ Session Layer
 - ✓ Transport Layer
 - ✓ Internet Layer
 - ✓ Data Link Layer
 - ✓ Physical Layer
 - Other Networks
- Major Issues with Internet
 - Robustness
 - Reliability
 - Bandwidth
 - Security

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 19, 36, 37

LONG ANSWER TYPE QUESTIONS: Q 11, 18, 24,26

OTHER ASSIGNMENT:

1 ibid 3, Page No.153, Q 5-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 163-170
- 2 ibid 2, Page No. 100-133,134,135

REFERENCE BOOK:

LECTURES 12-13

INTERNET, INTRANET & EXTRANET

OBJECTIVE:

After getting student familiarized with internet the understanding would be extended to intranet and extranet. After briefing up on client server architecture students would be introduced to planning and intranet. Also various applications of extranet would be discussed.

CONTENTS:

- Intranet
 - Significance
 - Services
 - Applications
 - Components of Intranet
 - Technical Infrastructure
 - Client/Server Basics
 - Types of Client server Architecture
 - ✓ Two-Tier Architecture
 - ✓ Three-Tier Architecture
 - Planning an Intranet
 - Plan head
 - Provide Justification
 - Build-In House or Outsource
 - Form an Intranet Team
 - Build and Test a Prototype
 - Ensure Effective Maintenance
- Extranet
- Extranet Applications

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q13, 24

SUGGESTED READING:

TEXT BOOK:

1 ibid 1, Page No. 170-186

LECTURES 14-15**ELECTRONIC DATA INTERCHANGE IN ECOMMERCE****OBJECTIVE:**

The objective of these lectures is to introduce the students with the whole concept of Electronic Data Interchange. Electronic data interchange plays an important role in e-commerce thus its importance would be explained to students step by step. After discussion on various building blocks and components of EDI, its cost and benefits together with its applications would be discussed in detail.

CONTENTS:

- Electronic Data Interchange
 - Building Block of EDI Systems
 - Application/Conversion Layer
 - Standard Format Layer
 - Data Transport Layer
 - Inter Connection Layer
 - Value Added Networks
 - Cost and Benefits
 - Components of EDI Systems
 - EDI Standards
 - EDI Software
 - Third Party Network for Communications
 - Communication Process
 - Applications of EDI
 - Implementation Issues

ASSIGNMENTS FROM QUESTION BANK:**UNIT I**

SHORT ANSWER TYPE QUESTIONS: Q 14, 15, 16, 30

LONG ANSWER TYPE QUESTIONS: Q 7, 25, 26, 27

OTHER ASSIGNMENT:

1 ibid 1, Page No. 809, Project 1

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 764-766

REFERENCE BOOK:

1 ibid 3, Page No. 43

ARTICLES:

1. Mark de Reuver, Edgar Verschuur, Fatemeh Nikayin, Narciso Cerpa, Harry Bouwman, “Collective action for mobile payment platforms: A case study on collaboration issues between banks and telecom operators”, Elsevier, Electronic commerce- Research and applications, September 2014.
2. Sonia Haiduc, Venera Arnaoudova, Andrian Marcus and Giuliano Antoniol, “The use of text retrieval and natural language processing in software engineering”, Proceedings of the 38th International Conference on Software Engineering Companion, pp. 898-899, Austin, Texas, May 14 - 22, 2016, ACM New York, NY, USA.

LECTURES 16-17

INTRODUCTION TO SECURITY IN ECOMMERCE

OBJECTIVE:

An ecommerce application is considered sound only if takes care of our the security concerns over internet. The objective of these lectures is to make the students aware of the concept of Security for e-business and the Sources of Technical Vulnerabilities. Also various ways to ensure security would be discussed briefly.

CONTENTS:

➤ Security Overview

- Definition
- Why information on Internet is Vulnerable?
- Sources of Technical Vulnerabilities
 - Flaws in Software or Protocol Designs
 - Weaknesses in implementation of Protocols and software
 - Weaknesses in System and Network Configurations
- Types of Incidents
- Security in Cyberspace
- Designing for security
- The Virus: computer enemy
- Security protection & Recovery
- Role of Biometrics
- How to secure your System

ASSIGNMENT FROM QUESTION BANK:

UNIT II

LONG ANSWER TYPE QUESTIONS: Q 6, 16, 17

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 328, Q 1-4
- 2 ibid 2, Page No. 233, Q4,6

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1 , Page No. 257-265

REFERENCE BOOKS:

- 1 ibid 3, Page No. 216-228
- 2 ibid 4, Page No. 499-504

ARTICLES:

- 1 PROF (DR) YASHPAL SINGH BIST, DR CHARU AGARWAL,UTTARA BANSAL,"Online Business Frauds: A Case Study of an Online Fraud Survey

Company”, International Journal of Modern Engineering Research (IJMER), Nov-Dec. 2012, Vol. 2, No. 6, pp. 4396-4404.

- 2 Zhao Huang, Morad Benyoucef, “From e-commerce to social commerce: A close look at design features”, Electronic Commerce Research and Applications, July–August 2013, Vol. 12, No. 4, pp. 246–259.
- 3 R. Pagh. Locality-sensitive hashing without false negatives. In Proceedings of the Twenty-Seventh Annual ACM-SIAM Symposium on Discrete Algorithms, SODA 2016, Arlington, VA, USA, January 10-12, 2016, pp. 6- 12.

LECTURES 18-19

SECURITY THREATS IN ECOMMERCE

OBJECTIVE:

After students have a basic idea of security, the detailed discussion on various security threats and their possible solutions would be discussed in detail. Both theoretical and practical aspect of the topic would be dealt with.

CONTENTS:

- Electronic Commerce Threats
 - Definition of threat
 - Types of threat
 - Denial of Service
 - Sniffing
 - Spoofing
 - Phishing
 - Evil Twins
 - Spam
 - Trojans
 - Worms
 - Virus
 - Solutions of threat (Popular Services)
 - Name Servers
 - Password/Key servers
 - Authentication/Proxy servers
 - Electronic Mail
 - World wide Web
 - Fortifying the fortress

- Firewalls
- Anti-virus software

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 3, 4

LONG ANSWER TYPE QUESTION: Q 8

OTHER ASSIGNMENT:

1 ibid 1, Page No. 328, Q 4-10

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 , Page No. 266-278

REFERENCE BOOKS:

1 ibid 3, Page No. 229-256

2 ibid 4, Page No. 493-498

LECTURES 20-21

CRYPTOGRAPHY AND ITS VARIATIONS

OBJECTIVE:

To deal with security issues in an ecommerce application the message (information) is encoded in such a way that eavesdroppers or hackers cannot read it, but authorized parties can. Thus the objective of these lectures is to make the students aware of the concept of encoding (encryption), Cryptography and Public Key and Private Key Cryptography.

CONTENTS:

- Encryption
 - Definition
 - Methods
 - Secret key or Symmetric Method

- Advantages
- Disadvantages
- Public Key Method or Asymmetric Method
 - Advantages
 - Disadvantages
- Cryptography
 - Introduction
 - Purpose
 - Types of cryptographic algorithms
 - RSA
 - DES
 - PGP
 - Advantages
 - Disadvantages
- Public Key and Private Key Cryptography
 - Functionality
 - Advantages
 - Disadvantages

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 5, 6, 19, 27, 28, 29

LONG ANSWER TYPE QUESTION: Q 2

OTHER ASSIGNMENT:

1 ibid 1, Page No. 328, Q 10-14,15,16,17

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 , Page No. 279-294

ARTICLES:

- 1 Himani Grewal, Shivani “A study of ethical and social issues in e-commerce” International journal of advanced research in computer science and software engineering, July 2012, Vol. 2, No. 7, pp. 167- 174.
- 2 Asma Bhat, Prof. S.M.K. Quadri “ The Significance Of Testing Throughout The Software Development Life Cycle-A Roadmap “,International Journal of Advance Foundation And Research In Science & Engineering (IJAFRSE) Volume 1, Issue 9, February 2015 , pp 23-31.

LECTURES 22-24

SECURITY USING DIGITAL SIGNATURES

OBJECTIVE:

Authenticating is the act of confirming the truth of an attribute of a datum or entity. The objective of this lecture is to make the students aware about authenticity, its importance in communication and how it can be achieved by Digital Signatures and Digital Certificates.

CONTENTS:

- Digital Signatures
 - Definition
 - Signing of the whole document
 - Aspects of security that are achieved
 - Privacy
 - Authenticity
 - Integrity
 - Non Repudiation
 - Signing of the digest
 - Advantage
 - Disadvantage
- Digital Certificates
 - Electronic counterparts to driver license, passports
 - Typically Contains
 - Owner’s Public Key
 - Owner’s Name
 - Expiration Date of Public Key
 - Name of Issuer
 - Serial number of digital certificates
 - Digital Signature of the issuer

- Uses
- Classes
 - Class I
 - Class II
 - Class III
 - Class IV
- Public Key Infrastructure (PKI) for Security
- Prominent Cryptographic Applications
 - Reviewing concepts of cryptography
 - Areas where cryptography is used

ASSIGNMENTS FROM QUESTION BANK:

SHORT ANSWER TYPE QUESTIONS: Q 14(b), 30

LONG ANSWER TYPE QUESTIONS: Q 6, 7,13,14,15

OTHER ASSIGNMENT:

1 ibid 1, Page No. 328, Q 14-20

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1 , Page No. 282-284

REFERENCE BOOK:

1 ibid 4, Page No. 487-490,491,492

ARTICLE:

1 Hua Jonathan Ye, Yuanyue Feng, Ben C.F. Choi, “Understanding knowledge contribution in online knowledge communities: A model of community support and forum leader support”, Elsevier, Electronic Commerce Research and Applications, November 2014.

LECTURE 25

FIREWALL & SECURITY PROTOCOLS

OBJECTIVE:

For secure and sound communication a standard set of regulations and requirements that allow two electronic items to connect to and exchange information with one another has to be followed. The objective of this lecture is to make the students aware of the concept of this standard (Security Protocols) over Public Networks and firewalls as means of security control (brief overview of the concept).

CONTENTS:

- Security Protocols over Public Networks
 - HTTP
 - Stands for Hyper Text Transfer Protocol
 - Also known as Request Response Protocol
 - Definition
 - SSL
 - Stands for Secure Socket Layer
 - Definition
 - Functionality
 - Firewall
 - Designed to prevent unauthorized electronic access
 - Types of firewall techniques(overview)
 - Packet filter
 - Application Gateway
 - Circuit Level Gateway
 - Advantages
 - Disadvantages

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 9, 10, 11(a), (c), (d), 12, 14, 15, 27, 28

LONG ANSWER TYPE QUESTIONS: Q 2, 18,19,37,39

OTHER ASSIGNMENT:

1 ibid 1, Page No. 328, Q 12

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 292-293

REFERENCE BOOK:

1 ibid 4, Page No. 491-495

LECTURES 26-28

ELECTRONIC MONEY & ELECTRONIC PAYMENT SYSTEMS

OBJECTIVE:

The objective of these lectures is to introduce the students with the concept of Electronic Payment System. Since ecommerce deals with buying and selling of goods online thus payment mode followed is electronic and while dealing with electronic payments the concept which is of due importance is Electronic Money. Students would be given detailed idea of how EPS works and also the types of Electronic Money involved.

CONTENTS:

- Electronic Payment System
- Electronic Money(E-money)
- Types of Electronic Money
 - Identified and Online
 - Identified and Offline
 - Anonymous and Online
 - Anonymous and Offline
- The ACID Test
 - Atomicity
 - Consistency
 - Isolation
 - Durability
- The ICES Test
 - Interoperability
 - Conservation
 - Economy

- Scalability

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1, 18, 19, 20, Q31, Q32

LONG ANSWER TYPE QUESTIONS: Q 4, 12, 13, 16, Q27, Q28

OTHER ASSIGNMENTS

1 ibid 1, Page No. 323, Case Study : Paypal Has Company

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 306-318
- 2 ibid 2, Page No.263-280
- 3 ibid3, Page No. 351-354

ARTICLES:

- 1 Peter M Ogedebe, Babatunde Peter Jacob “E-Payment: Prospects and Challenges in Nigerian Public Sector” International Journal of Modern Engineering Research (IJMER), Sep.-Oct. 2012, Vol. 2, No. 5, pp. 3104-3106.
- 2 Tomi Dahlberg, Jie Guoa, b, Jan Ondrus, “A critical review of mobile payment research”, Electronic Commerce Research and Applications, September–October 2015, Vol. 14, No. 5, pp. 265–284.
- 3 Phil McMinn, Mark Harman, Gordon Fraser, Gregory M. Kapfhammer,” Automated search for good coverage criteria: moving from code coverage to fault coverage through search-based software engineering”, Proceedings of the 9th International Workshop on Search-Based Software Testing, Pages 43-44, May 2016.

LECTURES 29-31

ELECTRONIC MONEY: CHEQUES, DEBIT CARDS, CREDIT CARDS

OBJECTIVE:

This part of unit deals with transactions and concept of electronic cash and cheques. The objective of these lectures is to introduce the students with the concept of Electronic Transaction Systems and Types of Electronic Payment Media and their associated security concerns.

CONTENTS:

- Electronic Transaction Systems
- Secure Electronic Transactions
- Types of Electronic Payment Media
 - Trusted Third Party Type
 - National Fund Transfer Related Type
 - Digital cash or Electronic Money
- Electronic Cash
 - Electronic Cash System
 - Obtaining Electronic Cash
 - Purchasing with Electronic Cash
 - Redeeming Cash by Merchant
 - Security Systems for Electronic Cash
 - Benefits and Risks of Electronic Cash
- Electronic Cheque System
 - Security Schemes for Electronic Cheques
 - Benefits and Risks of Electronic Cheques
- Credit Cards
 - Security Schemes for Electronic Credit
 - Benefits and Concern for Electronic Credits
- Debit Cards

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 3-10, 12, 13, 14,15,20,21,23,24,35

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 5, 6, 8-11, 14, 15, 22, Q29

OTHER ASSIGNMENTS:

1 ibid 1, Page no: 328, Ques.18

2 ibid 2, Page no: 339 Case Study: Online Payment of Railway Tickets

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 302-304
- 2 ibid 2, Page No. 497-502

REFERENCE BOOK:

- 1 ibid 4, Page No. 528-538

LECTURES 32-34

ELECTRONIC PAYMENT SYSTEM: SMART CARDS

OBJECTIVE:

The objective of these lectures is to introduce the students with the concept of Smart cards, DigiCash and Electronic Fund Transfer. In electronic payment system smart cards can provide identification, authentication, data storage and application processing. Students would be given a detailed idea of smart cards and its working.

CONTENTS:

- Smart Cards
 - Applications of Smart cards
 - How Smart cards work
 - How does Smart card relate to Internet
 - Future of Smart Cards
- DigiCash
- E-Cash
- E-Wallet
- Electronic Funds Transfer
- Automated Clearinghouse
- Requirement Metrics of a Payment System
 - Transaction
 - Atomicity
 - Transfer of Funds

- Complete Transfer
 - Consistency
 - Isolation
 - Durability
- Security
 - Fraud Protection
 - No Counterfeiting
 - Confidentiality
 - Non Traceability
- Interoperability
 - Divisibility
 - Bi-directionality
 - Acceptability
 - Portability
 - Exchangeability
- Scalability
 - Offline Operation
 - Micro Payments
 - Low Costs
 - Efficiency
 - Macro Payments
- Economy Issues
 - Operational
 - Low Risk
 - Reliability
 - Conservation
 - Ease of Integration
- Ease of Use

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 11, 16, 17, Q34

LONG ANSWER TYPE QUESTIONS: Q 3, 7, 22, Q30

OTHER ASSIGNMENT:

1 ibid 1, Page No. 328, Question.19-23

SUGGESTED READINGS:**TEXT BOOK:**

1 ibid 1, Page No. 306-308

REFERENCE BOOK:

1 ibid 4, Page No. 520-530

ARTICLE:

1 Nisha Chanana, Sangeeta Goele, "FUTURE OF E-COMMERCE IN INDIA", International Journal of Computing & Business Research ISSN (Online), pp. 2229-6166.

LECTURES 35-36**EBUSINESS APPLICATIONS, STRATEGIES & REVENUE MODELS****OBJECTIVE:**

The objective of these lectures is to introduce the students with the concept of E-Business Applications & Strategies. The various business models and revenue models over internet would be discussed in detail. Also emerging trends in e-business would be discussed concisely.

CONTENTS:

- E-Business Applications & Strategies
- Business Models & Revenue Models over Internet
 - Advertising model
 - Subscription model
 - Transaction fee model
 - Sales model
 - Affiliate model
 - Brokerage model
 - Infomediary model

- Utility model

➤ Emerging Trends in e-Business

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1,3,4, Q44, Q45

LONG ANSWER TYPE QUESTIONS: Q 4, 6, 7, 13, 14, Q30

OTHER ASSIGNMENT:

1 ibid 2, Page No. 61, Q 1-6

SUGGESTED READING:

TEXT BOOK:

1 ibid 2, Page No. 46-61

ARTICLE:

1 R.SrinivasaRajuI.KaliPradeepI.Bhagyasri , “Recommender Systems for E-commerce: Novel Parameters and Issues ”, International Journal of Advanced Research in Computer Science and Software Engineering, Vol. 3, No. 9, September 2013, pp. 249-253.

LECTURE 37

E-GOVERNANCE

OBJECTIVE:

This part of unit deals with E-governance. Various ongoing initiatives in the field of e-governance would be discussed after the brief description of its meaning and significance. Also the issues and applications would be explained.

CONTENTS:

- E-Governance
 - Delivery of government services and information to public.
 - Speeds up routine work

- Harnesses internet technologies
- Examples of e-governance projects in India

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 8,9,12, 38, Q46

LONG ANSWER TYPE QUESTIONS: Q 13, 14, 15, 23-24, Q 31, Q32

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No 542,Q5,6
- 2 ibid 3, Page No. 1, Case Study: ITC's eChoupal

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 524-528

ARTICLES:

- 1 IshaGoel, VaishaliGarg, DrSohanGarg, "A Characteristics Study of Existing Models for the Effective Development and Promotion of E-Governance", nternational Journal of Advanced Research in Computer Science and Software Engineering, January 2013, Vol. 3, No. 1.
- 2 Puneet Kumar "e-Governance in India: A Prognosis" The UIP Journal of IT, June 2013, Vol. 9, No. 2.
- 3 Jaya Iyer and R K Srivastava, "Role of Website Quality in e-Governance Web Portals in India", The IUP Journal of Information Technology, Sept. 2012, Vol. 8, No. 3.
- 4 Anil Bilgihana, Milos Bujisicb, "The effect of website features in online relationship marketing: A case of online hotel booking", Electronic Commerce Research and Applications, July–August 2015, Vol. 14, No. 4, pp. 222–232.

LECTURE 38

DIGITAL COMMERCE

OBJECTIVE:

After students get fair idea of ecommerce and e-business their understanding would be extended to digital commerce. The objective of this lecture is to introduce the students with the concept of Digital Commerce. The comparison of ecommerce and digital commerce with its impact on real people would be discussed.

CONTENTS:

- Digital Commerce
 - Definition
 - Examples
 - Its effect on real people
 - Solutions to the problems that have emerged

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 11, 12, 16, Q47

LONG ANSWER TYPE QUESTIONS: Q 5, 7, Q 33

SUGGESTED READINGS:

TEXT BOOK:

1 ibid 1, Page No. 262-264

LECTURES 39-41

MOBILE COMMERCE

OBJECTIVE:

Mobile commerce though an emerging field, but is of due importance. Mobile is no more a luxury but a necessity these days, thus commerce changed its shape to cater mobile audience. Mobile commerce would be discussed in this part of unit. From history to working and finally to current scenario of mobile commerce would be discussed in these lectures.

CONTENTS:

- Mobile Commerce
 - Definition
 - Why wireless?
 - Brief History
 - Key Benefits.
 - Impact of Location.
 - Key Limitations
 - Critical success Factors.
 - How wireless technology is employed.
 - Wireless security concerns
 - Satellite technology
 - 2G digital cellular technology
 - Wireless LAN.
 - Wireless application protocol.
 - Products and services available
 - Influence of M-commerce on youth
 - Payment methods

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 16, 17, 18, Q48

LONG ANSWER TYPE QUESTIONS: Q 6, 8, 9, Q34

OTHER ASSIGNMENT:

1. Ibid 2, Page No.465, Q2-22

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 21-22,185-186
- 2 ibid 2, Page No. 376-413

REFERENCE BOOKS:

- 1 ibid 3, Page No. 434-477
- 2 ibid 4, Page No. 245-260

ARTICLES:

1. Chin-Lung Hsua, Judy Chuan-Chuan Linb,” What drives purchase intention for paid mobile apps? – An expectation confirmation model with perceived value”, Elsevier, Electronic Commerce Research and Applications, December 2014.
2. Paul Gerhardt Schierza, Oliver Schilkeb, Bernd W. Wirtzc, “Understanding consumer acceptance of mobile payment services: An empirical analysis”, Electronic Commerce Research and Applications, May–June 2010, Vol. 9, No. 3, pp. 209–216.

LECTURES 42-45

ETHICAL AND SOCIETAL IMPACTS OF E-COMMERCE & EMERGING TRENDS IN EBUSINESS

OBJECTIVE:

The objective of these lectures is to explain the students about the societal impacts of ecommerce. Also the lecture would focus on the legal implications of the current laws in IT on Ecommerce. The impact of prevalent laws in India would be compared to other countries and a discussion would be facilitated to propose some changes in it.

CONTENTS:

- Study of Legal Impact
 - Laws in IT for Ecommerce
- Ethical Impacts of Ecommerce
- Societal Impacts of Ecommerce

- Emerging trends in Ebusiness
 - Ewallet, NFC etc.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 37

LONG ANSWER QUESTIONS: Q 13-17

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 542, Q 1-10
- 2 ibid 1, Page No. 535, Case Study: Print the Library Online: Is Google Playing Fair , or Just Out to Make A Buck
- 3 ibid 3, Page No. 532, Q1-4

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No.477-534

REFERENCE BOOKS:

- 1 ibid 3, Page No. 513-533
- 2 ibid 4, Page No. 655-662

ARTICLES:

- 1 CH.RayalaVinodkumarK.LakshmanaRaoP.Nagaraju , “Impacts of Cloud Computing on E-Commerce Businesses and Industry”, International Journal of Advanced Research in Computer Science and Software Engineering , September 2013, Vol. 3, No. 9, pp. 984-989.
- 2 Mihail Cocosila & Houda Trabelsi , “An integrated value-risk investigation of contactless mobile payments adoption”, Electronic Commerce Research and Applications, November–December 2016, Vol. 20, pp. 159–170.