

# **LECTURE PLAN**

**MBA**

**SEMESTER 4**

## FOR PRIVATE CIRCULATION

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# **LECTURE PLAN**

## **BUSINESS INTELLIGENCE AND APPLICATIONS**

**MS-204**

**COURSE OUTLINE  
MBA-IV SEMESTER  
BUSINESS INTELLIGENCE AND APPLICATIONS - MS 204**

**L - 3 Credits - 03**

**OBJECTIVES:**

This course is intended to expose the students to the latest tools of Business Intelligence and applying those tools for effective decision-making which are used to analyze an organization's raw data. It helps in understanding the basic information about data-ware house and their applicability. It also provides the basic conceptual background in order to design and develop data-ware house applications. The latter portion of the course describes the concept of knowledge management.

**INTERNAL ASSESSMENT AND ASSIGNMENTS 40 marks**

- |  |          |
|--|----------|
| 1. Class Test-I – (Individual Presentation/Viva-Voce/Report) | 15 marks |
| 2. Class Test-II - (Written Test)                            | 15 marks |
| 3. Class Assessment + Attendance                             | 10 marks |

**COURSE CONTENTS:**

- |            |   |            |
|------------|---|------------|
| <b>I</b>   | <b>BUSINESS INTELLIGENCE AND BUSINESS DECISIONS</b>   | (08 Hours) |
|            | <ul style="list-style-type: none"><li>• Decision Support Systems</li><li>• Group Decision Support</li><li>• Groupware Technologies</li><li>• Expert Systems</li></ul>   |            |
| <b>II</b>  | <b>SQL SERVER AND DATA WAREHOUSING</b>  | (16 Hours) |
|            | <ul style="list-style-type: none"><li>• Features</li><li>• System Databases</li><li>• Creating Databases and Table</li><li>• Constraints</li><li>• Data Manipulation Language</li><li>• OLTP &amp; OLAP</li><li>• Data Marts</li><li>• Data Warehousing</li><li>• Data Warehouse Architecture</li></ul> |            |
| <b>III</b> | <b>DATA MINING AND KNOWLEDGE DISCOVERY</b>  | (10 Hours) |
|            | <ul style="list-style-type: none"><li>• Data Mining Techniques</li><li>• Applications of Data Mining.</li></ul>   |            |

**IV KNOWLEDGE MANAGEMENT**

(08 Hours)

- Knowledge Assets
- Knowledge Generation
- Knowledge Storage
- Knowledge Utilization
- Knowledge Management Technologies

## STUDY MATERIAL FOR THE SUBJECT

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

### ➤ TEXT BOOK

1. **Author's Name(s):** Efraim Turban, Jay E. Aronson, Ting-Peng Liang  
**Title:** Decision Support Systems and Intelligent Systems  
**Edition:** IX **Year:** 2013  
**Publisher:** Pearson Education (ibid 1)

### ➤ REFERENCE BOOKS

1. **Author's Name(s):** Paulraj Pooniah  
**Title:** Data Warehousing Fundamentals  
**Edition:** I Reprint **Year:** 2013  
**Publisher:** John Wiley & Sons (ibid 2)
2. **Author's Name(s):** Jiawei Han, Micheline Kamber, Jian Pei  
**Title:** Data Mining Concepts & Techniques  
**Edition:** III **Year:** 2012  
**Publisher:** Morgan Kaufmann Publication (ibid 3)
3. **Author's Name(s):** Ramez Elmasri, Shamkant B. Navathe  
**Title:** Fundamentals of Database Systems  
**Edition:** VI **Year:** 2012  
**Publisher:** Pearson Education (ibid 4)
4. **Author's Name(s):** Efraim Turban, Ramesh Sharda, Dursun Delen & David King  
**Title:** Business Intelligence: A Managerial Approach  
**Edition:** II **Year:** 2013  
**Publisher:** Pearson (ibid 5)
5. **Author's Name(s):** Alex Berson and Stephan J. Smith  
**Title:** Data Warehousing, Data Mining and OLAP  
**Edition:** II **Year:** 2014  
**Publisher:** McGraw Hill Education (India) Pvt. Ltd. (ibid 6)

### ➤ JOURNALS

1. International Journal of Data Warehousing
2. International Journal of Computing and Applications
3. International Journal of Data Analysis & Information Systems
4. Journal of Digital Information Management

5. The IUP Journal of Computer Sciences
6. IMS Manthan Journal of Innovations
7. DIAS Technology Review The International Journal for Business & IT
8. IFRSA International Journal of Data Warehousing & Mining Vol 4 issue2 May 2014
9. The IUP Journal of Computer Sciences, Vol. 6, No.3, July 2012
10. International Journal of Data Analysis and Information System ,Vol. 4, Number 1,Jan-June 2012

## **UNIT I**

### **LECTURES 1-2**

#### **DECISION SUPPORT SYSTEMS**

##### **OBJECTIVE:**

To make the students understand possible Decision Support System configuration and its characteristics. These lectures also explain various components of DSS which help in organization of data in the subsystem. Interaction of DSS, World Wide Web and how it has affected DSS have also been explained in the lectures.

##### **CONTENTS:**

- DSS Configuration
- What is a DSS?
  - DSS Definitions
  - A DSS application
- Characteristics and capabilities of DSS
- Components of DSS
  - Data-management subsystems
    - Database
    - Data organization
    - Extraction
    - Database management system
    - Query facility
    - The directory
  - Model-management subsystem
    - Model Base
    - Modeling tools
    - Model base management system
  - User interface subsystems
    - The user interface process
    - New user interface developments
  - Knowledge based-management subsystems
- DSS hardware

- DSS and the web

### **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Q. 1, 2, 3, 4, 5, 6, 26-29, 31, 34, 35, 36

**LONG ANSWER TYPE QUESTIONS:** Q. 1, 2, 3, 4, 5, 24, 25, 26, 34, 35

### **OTHER ASSIGNMENTS:**

1. ibid 1, Page No.161, Q 1, 2, 3, 4, 13

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

1. ibid 1, Page No. 70-125

### **ARTICLES:**

1. K Ruth, R.SS. Vishnu Priya, P. Panini Sai, &N.Chandra Sekhar, “Improved decision tree algorithm for data streams with concept drift adaption”, Int. Journal of Data-ware Housing, Vol 4, No. 1, Jan-Jun 2012, pp. 17-20.
2. Shija Gao, Mobile decision support systems research: a literature analysis, Journal of Decision System, Vol22, 2013, pp. 10-27

### **LECTURES 3-4**

### **GROUP DECISION SUPPORT SYSTEMS**

### **OBJECTIVE:**

To make the students understand the basic concepts of group work, communication, and collaboration and to describe how computer systems enhance communication and collaboration in an enterprise.

### **CONTENTS:**

- Group decision-making, communication and collaboration
- Communication support
- Collaboration support
  - Computer supported cooperative work
  - Time/ place framework
  - Groupware
  - Lotus notes/ domino
  - Microsoft net-meeting



- Groove
  - Group systems meeting room and online
- Group support systems
- Benefits of group-work
  - Potential dysfunctions of group-work

### **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Q 7, 8, 9, 17, 37

**LONG ANSWER TYPE QUESTIONS:** Q12, 14, 15, 16, 17, 18, 27, 29, 30-33, 36, 37

### **OTHER ASSIGNMENTS:**

1. ibid 1, Page No.425, Q. 11, 15, 16, 20, 21

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1. ibid 1, Page No. 421-441

#### **ARTICLES:**

1. Feifei Tao, Huimin Wang, Gaofeng Liu”, Application study of visual discussion technique in group decision making of sudden disaster” Journal of Digital Information Management, Vol. 10 , Number 10 December 2012 pp. 373.
2. Hoda A. Abdelhafez, “Advanced Data Warehouse in Telecommunication Industries”, International Journal of Data Analysis and Information System, Vol. 4,No. 1, Jan-Jun 2012, pp. 1-9
3. JavierCabrerizoJuan, AntonioMorente-MolinerabIgnacio, Javier Pérezc JavierLópez-GijóndEnriqueHerrera-Viedmabe, “A decision support system to develop a quality management in academic digital libraries” , Information Sciences Volume 323, 1 December 2015, pp. 48-58

### **LECTURES 5-6**

#### **4. GROUPWARE TECHNOLOGIES**

#### **OBJECTIVE:**

To make the students understand the technologies of GSS and explain how GSS software enables distance learning activities. These lectures will explain the entire process of GSS along with its interaction with human creativity.

## **CONTENTS:**

- Group support system technologies
- 3 options for deploying DSS
  - In a special-purpose decision room
  - At a multi-use facility
  - As web based groupware with clients running wherever the group members are
- Group Systems meeting room and online
  - Electronic brainstorming
  - Group outliner
  - Topic commenter
  - Categorizer
  - Vote
  - Alternative analysis
  - Survey
  - Activity modeler
- GSS meeting process
- The standard GSS process
  - Idea generation
  - Idea organization
  - Prioritization
- Distance learning
- Creativity and idea generation
  - Idea generation through electronic brainstorming
  - Creativity enhancing software
  - Software that facilitates human creativity

## **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Q. 14, 15, 16, 38, 39

**LONG ANSWER TYPE QUESTIONS:** Q. 10, 11, 28, 30, 38

## **OTHER ASSIGNMENTS:**

1. ibid 1, Page No.425-426, Q. 16, 17, 18, 23, 24,, 27, 28

## **SUGGESTED READING:**

## **TEXT BOOK:**

1. ibid 1, Page No. 453-462

## LECTURES 7-8

### EXPERT SYSTEMS

#### OBJECTIVE:

To make the students understand the importance of knowledge in decision support and understand the architecture of rule based expert system. These lectures will help the students understand that how expert system being a computer system emulates the decision making capabilities of human.

#### CONTENTS:

- Concepts & definition of artificial intelligence
- Evolution of artificial intelligence
- Basic concepts of expert systems
  - Experts
  - Expertise
  - Features of expert systems
- Need of expert systems
- Applications of expert systems
  - DENDRAL
  - MYCIN
  - XCON
  - Credit analysis
  - Pension fund advisor
- Areas for applications
  - Finance
  - Data processing
  - Marketing
  - Human resources
  - Manufacturing
- Structure of expert systems
  - Knowledge acquisition subsystem
  - Knowledge base
  - Inference engine
  - User interface
  - Knowledge Refining system
- How expert systems work
  - Knowledge representation and organization
  - The inference engine
- Benefits and capabilities of expert systems
- Expert system success factors
- Problems and limitations of expert systems
- Types of expert systems

- Expert systems on the web

### **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Q 19, 20, 21, 22, 23, 24, 25, 26- 28, 32, 33, 40

**LONG ANSWER TYPE QUESTIONS:** Q 19, 20,21,22,23, 35, 39

### **OTHER ASSIGNMENTS:**

1. ibid 1, Page No.595, Q. 14, 15, 16, 17, 18, 19, 20, 21, 22, 23

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

1. ibid 1, Page No. 530-566

### **ARTICLES:**

1. MortezaMarzjarani, Joshua Urbani& Joshua Cieszlak, “Distributed Web Service for Statistical and Artificial Intelligence Methods”, International Journal of Computing and Applications, Volume No. 9, Number 1, January-June 2014, pp. 83-92.
2. Keller, J. (2013). DARPA Launches PPAML Artificial Intelligence Program to move Machine Learning Forward. Military & Aerospace Electronics. [online] Available at: <http://www.militaryaerospace.com/articles/2013/03/DARPA-machine-learning.html>

## **LECTURE 9**

### **SQL SERVER AND DATA WAREHOUSING**

#### **OBJECTIVE:**

This lecture aims at familiarizing the students with SQL Server and its features. This enables the students in creating databases and also analyzing and reporting errors in SQL Server.

#### **CONTENTS:**

- Overview of SQL Server
- Design goals
  - Easy to use
  - Scalable
  - Reliable
- Features
  - Auto statistics

- Distributed Queries
- Joins
- Parallel Queries
- Query processor
- Sorting
- Log manager
- Reliability
- Security
- Back up and restore

**WEBSITE:**

1. <http://www.microsoft.com/sqlserver/2008/en/us/whats-new.aspx>

**ARTICLE:**

1. Amlanjyoti Saikia ,Sherin Joy , Dhondup Dolma , Roseline Mary. R, “Comparative Performance Analysis of MySQL and SQL Server Relational Database Management Systems in Windows Environment”,International Journal of Advanced Research in Computer and Communication Engineering ,Vol. 4, Issue 3, March 2015,160-164

**ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Refer to Unit II Section II Q6, 18, 19, 29-31, 35

**LONG ANSWER TYPE QUESTIONS:** Refer to Unit II Section III Q 26-32, 36, 40

**LECTURE 10**

**SQL SERVER AND SYSTEM DATABASES**

**OBJECTIVE:**

This lecture discusses a concept called System Databases. These are various inbuilt databases which are present inside the SQL server.

**CONTENTS:**

- System Databases
  - Definition
  - Types of system databases
    - Master
    - Model
    - Temp

- Msdb
- System tables in each type of system database

**WEBSITE:**

1. <http://msdn.microsoft.com/en-us/library/ms178028.aspx>

**ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II Section II Q7, 42

**OTHER ASSIGNMENTS:**

1. ibid 4, Page No. 292, Q 8.10, 8.11, 8.13, 8.14

**SUGGESTED READING:**

**TEXT BOOK:**

1. ibid 4, Page No. 245-262

**LECTURES 11-15**

**SQL QUERIES**

**OBJECTIVE:**

These lectures will help in understanding of Databases. In these lectures I will discuss the queries for creation and managing the databases using SQL.

**CONTENTS:**

- Creating Databases and Tables
  - Create database query
  - Create table query
  - Query for Inserting records in table
  - Select query
- Constraints
  - Entity Integrity
  - Referential Integrity
  - Domain constraints
- Data Manipulation Language
  - Definition
  - Commands that fall under DML
    - Delete

- Update
- Select
- Insert
- Queries related to update, delete, insert
- Overview of DDL

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II, Section II Q1-5, 16, 17, 20, and 31, 35, 43
2. Refer to Unit II, Section III Q9, 10, 27, 28, and 26-32, 37, 39, 41, 42

### **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

1. ibid 4, Page No 27-28, 171-178.
2. ibid 4, Page No. 263-289

### **WEBSITE**

1. <https://www.w3schools.com/sql/>

## **LECTURES 16-18**

### **OLTP & OLAP**

### **OBJECTIVE:**

The objective of these lectures is to familiarize the students with Online Analytical Processing and Online Transactional Processing. Organizations use On-Line Transaction Processing (OLTP) servers for their day-to-day business operations. This only stores current data and very recent transactional data. OLAP deals with Historical Data or Archival Data. Historical data are those data that are archived over a long period of time.

### **CONTENTS:**

- OLAP
  - Online Analytical Processing
  - Definition
  - Characteristics
  - OLAP models
    - ROLAP
    - MOLAP
    - ROLAP versus MOLAP
  - Implementation Considerations

➤ **OLTP**

- Online Transactional Processing Systems
- Definition
- Comparison between OLTP and Decision Support Systems

**ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II Section II Q8,29,30, 44
2. Refer to Unit II Section III Q6,7,8,21,22,23,24,25, 43

**OTHER ASSIGNMENTS:**

1. ibid 2, Page No. 375, Q1, 2, 4, 5

**SUGGESTED READINGS:**

**REFERENCE BOOK:**

1. ibid 2, Page No. 343-373
2. ibid 6, Page No. 247-265

**ARTICLE:**

1. Hoda A. Abdelhafez”, Advanced Data Warehouse in Telecommunication Industries”, International Journal of Data Analysis and Information System, Vol. 4, No. 1, Jan-Jun 2012, pp. 1-9.

**WEBSITES:**

- 1 <http://www.infogoal.com/datawarehousing/olap.htm2>
- 2 [http://www.dwreview.com/OLAP/Introduction\\_OLAP.html](http://www.dwreview.com/OLAP/Introduction_OLAP.html)
- 3 [http://msdn.microsoft.com/en-us/library/aa197702\(SQL.80\).aspx](http://msdn.microsoft.com/en-us/library/aa197702(SQL.80).aspx)
- 4 <http://www.thefreedictionary.com/hypercubes>
- 5 [http://ycmi.med.yale.edu/nadkarni/Warehouse\\_Fr.htm](http://ycmi.med.yale.edu/nadkarni/Warehouse_Fr.htm)
- 6 [http://www.dwreview.com/OLAP/Introduction\\_OLAP.html](http://www.dwreview.com/OLAP/Introduction_OLAP.html)

**LECTURE 19**

**DATA MARTS**

**OBJECTIVE:**

This lecture discusses the concept of Data Marts, form of a data warehouse that is focused on a single functional area like Sales, Finance, or Marketing. Data marts are often built and controlled



by a single department within an organization. It is a repository of data gathered from operational data and other sources.

### **CONTENTS:**

- Data Marts
  - Definition
  - Top down approach
  - Bottom up approach

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II Section II Q9, 14, 45 & Section III Q 16, 44, 45

### **OTHER ASSIGNMENTS:**

1. ibid 2, Page No. 37, Q5

### **SUGGESTED READING:**

### **REFERENCE BOOK:**

1. ibid 2, Page No. 25-27

### **LECTURES 20-22**

### **DATA WAREHOUSE & BUSINESS INTELLIGENCE**

### **OBJECTIVE:**

These lectures describe the students that data warehousing is a consolidation of data from a variety of sources that is designed to support strategic and tactical decision making. These lectures also explain how Business Intelligence is required for decision making by applying set of methods and techniques.

### **CONTENTS:**

- Data Warehousing
  1. Understanding need for strategic information
    - Who needs strategic information in an enterprise
    - What is meant by strategic information
    - Examples of Business Objectives
    - Characteristics of Strategic Information
  2. Recognizing information crisis
    - Facts related to data storage

- Identifying what is Information Crisis
- Solution to the problem of Information Crisis
- Technology Trends
- Monitoring explosive growth of Information Technology
- Opportunities and Risks Involved
- 3. Operational and informational systems
  - Definition of Information Systems
  - Definition of Operational Systems
  - Difference between Operational and informational systems
- 4. Failures of past Decision Support Systems
  - Definition of Decision support systems
  - History of Decision support systems
  - EIS
- 5. Definition of Data warehouse
  - Concept of Information Delivery
  - An Environment , not a product
- 6. Business Intelligence in data warehouse
  - Extraction
  - Cleansing
  - Aggregation
- 7. Correlating data warehouse with blend of technologies

#### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II Section II Q10-13, 21-28, 32, 46
2. Refer to Unit II Section III Q5, 11, 17-20, 33-34

#### **OTHER ASSIGNMENTS:**

1. ibid 2, Page No. 17, Q1, 3, 4, 5

#### **SUGGESTED READINGS:**

#### **REFERENCE BOOKS:**

1. ibid 2, Page No.1-15
2. ibid 3, Page No. 89-106
3. ibid 5, Page No. 29-74
4. ibid 6, Page No. 113-127

#### **ARTICLES:**

- 1 M. Asif Naeem, Noreen Jamil, “An Efficient Stream-based Join to Process End User Transactions in Real-Time Data Warehousing”, Journal of Digital Information Management, Vol. 12, No. 3, June 2014, pp 201-215.

- 2 Rina Fitriana , Eriyatno , Taufik Djatna, Progress in Business Intelligence System research : A literature Review, International Journal of Basic & Applied Sciences IJBAS-IJENS Vol: 11 No: 03, pp 96-100.
- 3 Larson, D., & Chang, V. (2016). A review and future direction of agile, business intelligence, analytics and data science. International Journal of Information Management, 36(5), 700-710.

## **UNIT- III**

### **LECTURES 23-25**

#### **DATA WAREHOUSE ARCHITECTURE**

##### **OBJECTIVE:**

These lectures discuss the architecture of data warehouse. These will explain as how data is moved from databases used in operational systems into a data warehouse staging area, then into a data warehouse and finally into a set of conformed data marts.

##### **CONTENTS:**

- Data Warehouse Architecture
  - Features
    - Subject Oriented
    - Integrated
    - Time variant
    - Non-volatile
    - Data Granularity
  - Data marts and Data warehouse
    - Definition of Data marts and Data warehouse
    - Difference between Data marts and Data warehouse
    - Top down approach
    - Bottom up Approach
    - Enterprise wide
    - Departmental
    - Dependent or independent data marts
    - Practical approach
  - Overview of Components
    - Source data component
      - ✓ Production data
      - ✓ Internal data
      - ✓ Archived data
      - ✓ External data
    - Data Staging Component
      - ✓ Data extraction
      - ✓ Data transformation
      - ✓ Data Loading

- Data storage
- Information Delivery
- Metadata component
- Management and control
- Concept of Metadata
  - Types of metadata
    - ✓ Operational metadata
    - ✓ Extraction and Transformation Metadata
    - ✓ End User Metadata

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit II Section II Q15, 47 and Section III Q1-4, 12-16
2. Unit III, SECTION II Q34

### **OTHER ASSIGNMENTS:**

1. ibid 2, Page No. 38, Q 3, 4, 5

### **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

1. ibid 2, Page No.19-36
2. ibid 3, Page No.225-254 ,364-374
3. ibid 5, Page No. 38-47

### **ARTICLES:**

1. NakulVachhrajani “Defining a Database Upgrade Design Methodology “National Journal of System and IT, Volume 4, No.1, June 2011, pp. 88-108.
2. Deepshikha Aggarwal “A Novel Data Warehouse Architecture for Improvement in the Extraction,Cleaning and Loading of Optimized data in a Data Warehouse” IFRSA International Journal of Data Warehousing & Mining Vol 4 issue2 May 2014 pp 95- 102  
“<http://www.ifrsa.org/images/ijdwvol4issue2/5%20five.pdf>”
3. Taeil Park Hyoungkwan Kim , “Data warehouse-based decision support system for sewer infrastructure management” Automation in Construction,Volume 30, March 2013, pp.37-49

## **LECTURES 26-29**

### **OBJECTIVE:**

Data mining plays a very important role in business – sales, marketing, and customer support. It is being used to discover implicit and useful knowledge from vast datasets. These lectures cover the fundamental to the understanding and applications of data mining methods to business problems.

### **CONTENTS:**

- Data Mining Techniques
  - Definition of Data mining
  - Understanding the concept of data mining
  - Features of data mining
  - The Knowledge Discovery Process
    - Define Business Objectives
    - Prepare Data
    - Perform Data Mining
    - Evaluate Results
    - Present Discoveries
    - Incorporate Usage of Discoveries
  - OLAP versus Data Mining
  - Comparison of Data Mining and Data Warehouse
  - Functions of data mining
    - Credit Card Faults
    - Internal Audits
    - Mortgage Loans
    - Customer Relationship Marketing
    - Target Marketing

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit III Section II Q1, 2, 5, 9-23, 24-25, 29
2. Refer to Unit III Section III Q1, 7, 8, 11, 12, 13,14,15,16,17, 18-19, 21, 22, 28
3. Refer to Unit III Section II Q35,36

### **OTHER ASSIGNMENT:**

1. ibid 2, Page No. 427, Q2, 3

## **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

1. ibid 2, Page No. 399-408
2. ibid 3, Page No. 1-26, 83-110
3. ibid 5, Page No. 131-156
4. idbi 6, Page No. 331-348

### **ARTICLES:**

- 1 M. Ravisankar, P. Premchand , M. Srinivas, “Multirelational Data Mining in Medical history: A review”, International Journal of Data Warehousing, Vol. 3 No. 1, Jan- June 2011, pp 7-72.
- 2 S. Narmadha, S. Vijayarani, “Privacy Preserving Data Mining based on Ant Colony Optimization”, International Journal of Data Warehousing, Vol. 3 No. 2, December 2013, ISSN: 0975-6124, pp 87-96.
- 3 A.Pravin, Dr. S. Srinivasan, “Detecting of Software Bugs in Source code using Data Mining Approach”, National Journal of System and Information Technology, Vol. 6 No. 1, June 2013, ISSN: 0974-3308, pp 1-8
- 4 Pooja Mauskar, Manisha Naoghare , Amruta Kurdukar, “Improving Cluster Quality for Prediction of user Behaviors using CTMSP Mining”, IFRSA International Journal of Data Warehousing & Mining Vol 4 |issue4 | Nov. 2014, pp 216-221  
<http://www.ifrsa.org/images/ijdwvol4issue4/2%20two.pdf>

## **LECTURES 30-32**

### **OBJECTIVE:**

These lectures discuss the various techniques and benefits of Data Mining. These lecture also studies about Data Mining algorithms and computational paradigms that allow computers to find patterns and regularities in databases, perform prediction and forecasting, and generally improve their performance through interaction with data.

### **CONTENTS:**

- Techniques of data mining
  - Cluster Detection
  - Decision Trees
  - Memory Based Reasoning
  - Link Analysis
  - Associations Discovery
  - Sequential Pattern Discovery
  - Similar time sequence discovery
  - Neural Networks
  - Genetic Algorithms
- Benefits of data mining

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit III, Section II Q3, 7, 8, 14-17, 19, 26, 27, 30, 31, 37 and Section III Q2, 5, 6 and 15, 20, 23, 24, 29

### **OTHER ASSIGNMENTS:**

1. ibid 2, Page No. 427, Q4

### **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

1. ibid 2, Page No. 409-421
2. ibid 3, Page No. 443-483

### **ARTICLES:**

1. S George, "A study of Medical Data Set –Data Mining Approach" International Journal of Computing and Applications, Vol.7, Number-1, Jan-Jun2012, Article No-10, pp 55-58.
2. MohdGhouseMohiuddin, "Integration of Data Mining Techniques with Database Management System", The IUP Journal of Computer Sciences, Vol. 6, No.3, July 2012, pp 7-23
3. S.Taruna, Deepika Singh, ChitraGarg, "Classification of Doctors Prescribing Behavior using Data Mining Techniques", International Journal of Data Warehousing, Vol. 6, No. 2, December 2013, ISSN: 0975-6124, pp 103-108.
4. Swami P.Saxena, SonamBhadauriya, "Neuro Fuzzy Modeling of the Impact of Real Economic Indicators on Stock Market Behaviour: Some Reflections from National Stock Exchange of India", DIAS Technology Review The International Journal for Business & IT, Vol. 9, No. 2, October 2012-March 2013, ISSN 0972-9658, pp 8-16
5. Mohd. GhouseMohiuddin, "Integration of Data Mining Techniques with Database Management System", The IUP Journal of Computer Sciences, Vol. 6, No.3, July 2012, pp 7-23

### **WEBSITES:**

1. <http://www.thearling.com/text/dmtechniques/dmtechniques.html>
2. <http://www.searchbusinessanalytics.techtarget.com>

### **LECTURES 33-36**

### **OBJECTIVE:**

In these lectures all these issues will be covered and will illustrate the whole process with examples of practical applications regarding knowledge discovery which deals with extracting useful

knowledge from raw data. The knowledge discovery process includes data selection, cleaning, coding, using different statistical, pattern recognition and machine learning techniques, and reporting and visualization of the generated structures.

### **CONTENTS:**

- Applications of Data Mining
  - Customer Segmentation
  - Market Basket Analysis
  - Risk Management
  - Fraud Detection
  - Delinquency tracking
  - Demand Prediction
  - Application in the retail Industry
  - Application in telecommunication Industry
  - Applications in banking and finance
- Benefits of Data Mining
  - Retail Industry
  - Telecommunication Industry
  - Banking And Finance Industry

### **ASSIGNMENTS FROM QUESTION BANK:**

1. Refer to Unit III, Section II Q4, 6, 14, 18, 32, 33, 37, 38 and Section III Q3, 4,9,10, 25, 26, 27

### **OTHER ASSIGNMENT:**

1. ibid 2, Page No. 427, Q 5

### **SUGGESTED READING:**

### **REFERENCE BOOK:**

1. ibid 2, Page No. 422-426

### **LECTURES 37-40**

### **OBJECTIVE:**

Knowledge management involves a strategic commitment to improving the organization's effectiveness, as well as to improving its opportunity enhancement. The goal of knowledge management as a process is to improve the organization's ability to execute its core processes more efficiently. These lectures will help students to understand the concept of knowledge management, how to capture knowledge, how to transfer it, how to share it, and how to manage it.



## **CONTENTS:**

- Definition of Knowledge
- Definition of knowledge management
- Why should we apply knowledge management?
- Knowledge assets
  - Value of knowledge management
  - Value of knowledge assets
- Development of knowledge management
- Disciplines or practices of knowledge management
- The scope of knowledge management
- Knowledge management mechanics
- Knowledge management culture
  - Knowledge management culture through communities of practice (COP)
- Knowledge management techniques
  - Expression management
  - Text management
  - Hypertext management
  - Database management
- Approaches to knowledge management
  - Techno-centric
  - Organizational
  - Ecological

## **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Refer to Unit IV, Section II Q. 1-3, 5-7, 11, 16-17, 24, 25, 29, 30, 31

**LONG ANSWER TYPE QUESTIONS:** Refer to Unit IV, Section III Q. 1, 3, 4-8, 16, 17, 18, 19, 21, 22, 23, 24, 25, 26, 27, 28, 31, 32

## **SUGGESTED READINGS:**

### **REFERENCE BOOK:**

1. *ibid*, Page No.

### **ARTICLES:**

- 1 Dr. Pratyushtripathi “Impact of Knowledge Management on organizational performance- An empirical study”, *IMS Manthan Journal of Innovations*, Vol. VII, Issue No.2, Dec 2012, pp.27-34
- 2 Shan-hui Zhang, Chao-ying Yang, Steffen Thomas, “Design Knowledge and Process Management Method Based on 3D CAD System”, *Journal of Digital Information Management*, Vol. 12, No. 3, June 2014, pp. 192-200

- 3 Review Study: Business Intelligence Concepts and Approaches, American Journal of Scientific Research, ISSN 1450-223X Issue 50 (2012), pp. 62-75

## **LECTURES 41-45**

### **OBJECTIVE:**

The primary role of Knowledge Management is to connect to "knowledge nodes" both the knowledge providers and the knowledge seekers. The knowledge of the mind of one provider may thus be ultimately transferred to the mind of someone who seeks that knowledge, so that a new decision can be made or situation handled. Objective of these lectures is to discuss the steps involved in knowledge generation, and Lectures will also focus on discussing the knowledge management techniques.

### **CONTENTS:**

- Steps in knowledge generation
  - Stages
    - Understanding
      - ✓ Context
      - ✓ Content
    - Exploring futures
      - ✓ Desired
      - ✓ Possible
      - ✓ alternative
    - Analysis/ synthesis
    - Vision building / sharing
  - Methods/ tools
    - Knowledge sources
      - ✓ Evidence
      - ✓ Creativity
      - ✓ Expertise
      - ✓ interaction
    - Different techniques
      - ✓ Qualitative
      - ✓ Semi- quantitative
      - ✓ Quantitative
  - Type of participation
    - Need to select the type of participation
      - ✓ Top-down
      - ✓ Bottom-up
      - ✓ Mixed
  - Types of output
    - Scenarios and shared visions
    - Analysis of trends and drivers
    - Priorities

- Policy recommendations
- New networks
- Roadmaps
- Forecast
- Knowledge management techniques
  - Brainstorming
  - Electronic brainstorming
  - Protocol analysis
  - Consensus decision making
  - Repertory grid
  - Nominal group technique
  - Delphi method
  - Concept mapping
  - Blackboarding
- Knowledge utilization
- Knowledge planning

#### **ASSIGNMENTS FROM QUESTION BANK:**

**SHORT ANSWER TYPE QUESTIONS:** Refer to Unit IV, Section II Q. 9, 10, 12-16, 19-20, 26-28, 32, 33

**LONG ANSWER TYPE QUESTIONS:** Refer to Unit IV, Section III Q. 10, 11, 12, 13, 14, 15-18, 29, 30, 33, 34, 35

#### **OTHER ASSIGNMENT:**

1. ibid 2, Page No. 203, Q 1, 2, 3

#### **SUGGESTED READINGS:**

#### **REFERENCE BOOK:**

1. ibid 3, Page No.113-147.

#### **ARTICLE:**

1. Hector Oscar nigro,Sandra Elizabeth Gonzalez cisaro,Leonardobalduzzi,Ignacio Cuesta & Victoria Montes “knowledge based system for intelligent positioning in search engine optimization ” International Journal of Data Analysis & Information Systems Vol-4 Number 2 Jul-Dec 2012, pp- 103-116

# **LECTURE PLAN**

## **STRATEGIC MANAGEMENT**

**MS-206**

**COURSE OUTLINE  
MBA-IV SEMESTER  
STRATEGIC MANAGEMENT - MS 206**

**L - 3 Credits - 03**

**OBJECTIVES:**

To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

**INTERNAL ASSESSMENT AND ASSIGNMENTS**

**25 marks**

1. Class Test-II - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

**COURSE CONTENTS:**

➤ **Nature of Strategic Management**

**(10 Hours)**

- Concept of Strategy;
- Vision Mission, Goals and Objectives;
- External Environmental Analysis;
- Analyzing Companies Resource in Competitive Position;
- Mintzberg's 5Ps of Strategy;
- Strategic Management Process,
- Corporate Governance

➤ **Strategy Formulation**

**(10 Hours)**

- External Environmental Analysis; Analyzing Companies Resource in Competitive Position
- Concept of Stretch, Leverage and Fit;
- Strategic Analysis and Choice,
- Porter's Five Forces Model,
- Concept of Value Chain,
- Grand Strategies;
- Porter's Generic Strategies;
- Strategies for Competing in Global Markets.

➤ **Corporate-Level Strategies**

**(12 Hours)**

- Diversification Strategies:
- Creating Corporate Value and the Issue of Relatedness,
- Vertical Integration: Coordinating the Value Chain,
- The Growth of the Firm: Internal Development,
- Mergers & Acquisitions, and Strategic Alliances
- Restructuring Strategies:
- Reducing the Scope of the Firm. Resource Allocation

- **Strategy Implementation and Evaluation** **(10 Hours)**
- Structural Considerations and Organizational Design;
  - Leadership and Corporate Culture;
  - Strategy Evaluation: Importance and Nature of Strategic Evaluation;
  - Strategic and Operational Control,
  - Need for Balanced Scorecard

## STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Strategic 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):** AzharKazmi  
**Title:** Strategic Management and Business Policy  
**Edition:** III **Year:** Reprint 2012  
**Publisher:** Tata McGraw-Hill (ibid 1)
2. **Author's Name(s):** John A Pearce II, Richard B Robinson, AmitaMital  
**Title:** Strategic Management,  
**Edition:** 12 **Year:** 2012  
**Publisher:** Tata McGraw-Hill (ibid 2)

### ➤ REFERENCE BOOKS

1. **Author's Name(s):** A Nag  
**Title:** Strategic Management  
**Edition:** I **Year:** 2011  
**Publisher:** Vikas Publishing House (ibid 3)
2. **Author's Name(s):** NitishSengupta, J S Chandan  
**Title:** Strategic Management  
**Edition:** I **Year:** 2013  
**Publisher:** Vikas Publishing House (ibid 4)
3. **Author's Name(s):** Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, S. Manikutty  
**Title:** Strategic Management  
**Edition:** 9<sup>th</sup> **Year:** 2013  
**Publisher:** Cengage Learning (ibid 5)

### ➤ JOURNALS:

1. DIAS Technology Review
2. Delhi Business Review
3. The IUP Journal of Business Strategy
4. Strategy+ Business,
5. Harvard Business Review South Asia
6. Indore Management Journal
7. The Journal of IIMT

## **LECTURES 1-2**

### **NATURE OF STRATEGIC MANAGEMENT**

#### **OBJECTIVE:**

The objective of these lectures is to make the students understand the evolution of the concept of strategic management and then understanding the concept of strategy. These lectures also introduce the students with the different levels of strategy.

#### **CONTENTS:**

- Introduction
  - Genesis of Strategic Management and Business Policy
  - Evolution of Strategic Management-Historical Perspective
- Concept of Strategy
  - Meaning of Strategy
  - Levels of Strategy (An Introduction)
    - Corporate Level
    - Business Level
    - Functional Level
- Mintzberg's 5Ps of Strategy
  - Plan
  - Ploy
  - Pattern
  - Position
  - Perspective

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT 1**

**SHORT ANSWER TYPE QUESTIONS: Q8, 12**

**LONG ANSWER TYPE QUESTION: Q25**

#### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 24, Q 2, 5, 8.

2 ibid 2, Page No. 19. Q7, 10

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 11-17



## ARTICLES:

1. Brahma & Chakraborty, "Organizational Fit and Acquisition Outcome: A test of a Mediated Structural Model in Related Acquisitions Among Indian Firms", The IUP Journal Of Business Strategy ,Volume XIII , No. 3 , September 2016, pp. 7-29.
2. Singh & Singhal, "The impact of Intuition on Strategic Decisions: A case of Hospitals in Uttarakhand", The IUP Journal Of Business Strategy ,Volume XIII , No. 2 , June 2016, pp. 7-23.
3. Favaro Ken, RanganKasuri and Hirsh Evan, "Strategy: An executive Definition", Strategy+ Business, Summer 2012, pp. 17-19.
4. Tim Sullivan, "The Tyranny of Strategy", Harvard Business Review South Asia, December 2013, pp. 126-127.
5. <https://economictimes.indiatimes.com/news/company/corporate-trends/modern-day-management-mantra-disrupt-yourself-first-before-someone-disrupts-the-industry/articleshow/61886110.cms>
6. <https://economictimes.indiatimes.com/news/company/corporate-trends/overseas-private-investment-corporation-lines-up-1-billion-for-india/articleshow/61859360.cms>

## LECTURES 3-5

### STRATEGIC DECISION MAKING AND STRATEGIC MANAGEMENT PROCESS

#### OBJECTIVE:

The objective of these lectures is to make student understand the concept of Strategic Decision Making and the strategic management process

#### CONTENTS:

- Strategic Decision Making
  - Concept
  - Approaches
    - Rational-Analytical
    - Intuitive-Emotional
    - Political-Behavioural
- Strategic Management
  - Concept
  - Process (An Overview)
    - Strategic Intent
      - ✓ Vision
      - ✓ Mission
      - ✓ Goals and Objectives
    - Strategy Formulation
      - ✓ External Environmental Analysis
      - ✓ Organisational Appraisal

- ✓ SWOT Analysis
  - ✓ Corporate Level Strategies
  - ✓ Business Level Strategies
  - ✓ Functional Level Strategies
  - ✓ Strategic Analysis and Choice
  - Strategy Implementation
    - ✓ Resource Allocation
    - ✓ Structural, Behavioural, Operational and Functional Procedures
  - Strategic Evaluation
- Strategists and their roles
  - CEO
  - Board of Directors
  - Entrepreneurs
  - SBU Executives
  - Strategic Management Consultants
  - Lower Level Participants

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT 1**

**SHORT ANSWER TYPE QUESTIONS:** Q4, 18

**LONG ANSWER TYPE QUESTIONS:** Q20, 22

### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 24, Q 9

2 ibid 3, Page No. 39, Q1, 2

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

1 ibid 1, Page No.15-22

2 ibid 2, Page No. 3-10

#### **REFERENCE BOOKS:**

1 ibid 3, Page No. 23-28

2 ibid 4, Page No. 31-42

## **ARTICLES:**

1. Mehta & Rao, “Strategic Opportunities for Indian IT Companies: A Study”, The IUP Journal Of Business Strategy Volume XIII , No. 3 , September 2016, pp. 7-29.
2. <https://economictimes.indiatimes.com/small-biz/hr-leadership/leadership/building-a-global-brand-in-a-globalized-world/articleshow/50135334.cms>.
3. <https://economictimes.indiatimes.com/news/company/corporate-trends/companies-culture-aligned-with-business-strategy-impacts-profitability-report/articleshow/48177246.cms>
4. <https://economictimes.indiatimes.com/small-biz/security-tech/technology/think-big-start-small-the-perfect-bi-strategy-for-smallbusinesses/articleshow/61032668.cms>

## **LECTURE 6**

### **CORPORATE GOVERNANCE**

#### **OBJECTIVE:**

Corporations are required to set and pursue their objectives, while reflecting the context of the social, regulatory and market environment. The objective of the present lecture is to make student understand the concept of corporate governance and its emerging trends.

#### **CONTENTS:**

- Concept of Corporate governance
- Need of corporate governance
- Distinction between Corporate management and corporate governance
- Principles of corporate governance
- Issues in corporate governance
- The emerging trends in corporate governance

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT 1**

**SHORT ANSWER TYPE QUESTIONS:** Q 15, 18, 19

**LONG ANSWER TYPE QUESTIONS:** Q 30, 25

#### **OTHER ASSIGNMENTS:**

1. ibid 3, Page No.60, Q 1, 3, 6
2. ibid 5, Page No.252, Q1

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page 394-397

### **REFERENCE BOOKS:**

1 ibid 3, Page No. 43-47

2 ibid 5, Page 245-247

## **LECTURES 7-10**

### **STRATEGIC MANAGEMENT PROCESS**

#### **OBJECTIVE:**

The objective of these lectures is to acquaint the students with the first phase of the Strategic Management Process by explaining them the concept of Strategic Intent and also explains the procedure of defining Mission, Vision, Goals and Objectives for any organization.

#### **CONTENTS:**

- Strategic Intent
  - Stretch
  - Leverage
  - Fit
  - Strategic Intent of Tata Steel
- Vision
  - Definition
  - Nature
  - Benefits
  - Process of Envisioning
- Mission
  - Definition
  - Characteristics
  - Formulation and Communication
- Goals and Objectives
  - Meaning
  - Characteristics
  - Need
  - Formulation of Objectives
  - Changing the Objectives
- Critical Success Factors (CSFs)
- Key Performance Indicators(KPIs)

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT 1**

**SHORT ANSWER TYPE QUESTIONS:** Q13,18, 14, 20

**LONG ANSWER TYPE QUESTION:** Q 10, 15, 20

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 58, Q 1, 2, 4,15,21,22
- 2 ibid 2, Page No. 41, Q 2,4
- 3 ibid 3, Page No. 58, Q 1, 2, 4,5,6

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 32-57.
- 2 ibid 2, Page No. 23-33

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No.68-80.

#### **ARTICLE:**

1. Kaushik Mukherjee, “Factors that Contribute towards Competitive Advantage: A Conceptual Analysis”, The IUP Journal Of Business Strategy , Volume XIII , No. 1 , March 2016, pp. 26-39.

## **LECTURES 11-13**

### **ENVIRONMENTAL ANALYSIS**

#### **OBJECTIVE:**

In current scenario, it’s important for any organization to gain competitive advantage over others. This requires complete understanding and analysis of environment. These lectures will help the students to understand environment perspectives both external and internal.

#### **CONTENTS:**

- Environmental Analysis
  - Economic
  - Political
  - International

- Market
- Regulatory
- Socio-Cultural
- Technological
- Analysing Companies Resource in Competitive Position
  - Analysis of Internal Environment
    - Organisational Resources
    - Organisational Behaviour
    - Strengths and Weaknesses
    - Synergistic Effects
    - Competencies
    - Organisational Capabilities
    - Strategic and Competitive Advantage
- SWOT Analysis

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS: Q11, 14, 18, 22**

**LONG ANSWER TYPE QUESTIONS: Q6, 22, 23, 24**

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 102, Q 1, 2, 3
- 2 ibid 2, Page No. 190, Q 1, 2, 8, 9
- 3 ibid 4, Page No. 4, 5, 6, 7

#### **SUGGESTED READINGS:**

##### **ARTICLES:**

1. Tiwari & Panicker, “Influence of Internal Stakeholders Behavior on Project Portfolio Management Success”, Focus, International Journal of Management , Vol. I , No.1, Reference No. 1305814, 2017, pp. 06-12.
2. Hyma Goparaju, , “A Preliminary Study of First Mover Advantage Among e-Commerce Companies in India”, The IUP Journal of Business Strategy, Vol. XII , No. 3 , September 2015, pp. 27-45.
3. <https://economictimes.indiatimes.com/news/india-unlimited/csr/news/integrating-csr-strategy-with-business-strategy/articleshow/57033357.cms>
4. <https://blogs.economictimes.indiatimes.com/et-citings/managing-strategy-7/>

##### **TEXT BOOKS:**

- 1 ibid 1, Page No.68-101, 110-139

2 ibid 2, Page No. 162-183

## REFERENCE BOOK:

1 ibid 3, Page No. 87-132

## LECTURES 14-18

## TYPES OF STRATEGIES

### OBJECTIVE:

The objective of these lectures is to make the students understand the various types and levels of corporate level and business level strategies.

### CONTENTS:

- Generic Strategies
  - Stability
    - Profit
    - Pause/Proceed with Caution
    - No Change
  - Growth/Expansion
    - Concentration (Ansoff's Product-Market Matrix)
      - ✓ Market Penetration
      - ✓ Market Development
      - ✓ Product Development
    - Integration
      - ✓ Horizontal
      - ✓ Vertical
    - Diversification
      - ✓ Concentric/Related
      - ✓ Conglomerate/Unrelated
    - Cooperartion
      - ✓ Mergers and Acquisitions
      - ✓ Joint Ventures
      - ✓ Strategic Alliances
        - ❖ Pro-Competitive
        - ❖ Non-Competitive
        - ❖ Competitive
        - ❖ Pre-Competitive
    - Internationalisation
      - ✓ Porter's Model
      - ✓ Barlett and S Ghoshal Model
        - ❖ Global
        - ❖ Transnational

- ❖ International
- ❖ Multi-Domestic
  - Digitalisation
- Retrenchment
  - Turnaround
  - Divestment
  - Liquidation
- Combination
  - Simultaneous
  - Sequential
  - Simultaneous and Sequential combined

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS: Q7, 9, 11, 13, 15**

**LONG ANSWER TYPE QUESTION: Q 26, 27, 28, 29**

### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 166, Q1, 2, 3, 4
- 2 ibid 2, Page No. 243, Q 4

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No.144-163, 172-206, 215-230.
- 2 ibid 2, Page No. 236

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 139-166

### **LECTURES 19-21**

## **STRATEGIC ANALYSIS AND CHOICE**

### **OBJECTIVE:**

The objective of these lectures is to make students understand how to analyze the different strategies and then choose the most applicable one for the growth and expansion of the organization.



## **CONTENTS:**

- Strategic Analysis and Choice
  - Process of Strategic Choice
    - Focusing
    - Analysing
    - Choosing
- Porter's Five Force model
  - Tools and Techniques for Strategic Analysis
    - BCG (Boston Consulting Group) Model
    - GE Nine Cell Matrix (Stop-Light Strategy) Model
    - DPM (Directional Policy Matrix) Model
    - PIMS (Profit Impact of Market Strategy) Model
    - Hofer's (Product/Market Evolution) Matrix
    - Industry and Competitive Analysis (Porters Model)

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q15, 16, 19, 25

**LONG ANSWER TYPE QUESTIONS:** Q 18, 21, 22, 26

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 303 Q4, 7, 10, 21
- 2 ibid 3, Page No. 168, Q 1, 2, 3,6

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No. 276-300

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 140-151

#### **ARTICLE:**

- 1 Meer David, "A New Way to Gain Customer Insights", Strategy+ Business, Spring 2012, pp.16-17.

## **UNIT III**

### **LECTURES 22-24**

#### **VERTICAL INTEGRATION: COORDINATING THE VALUE CHAIN,**

#### **OBJECTIVE:**

These lectures will help student understand vertical integration as a strategy to achieve growth.

#### **CONTENTS:**

- Concept of Vertical Integration
- Importance of Vertical Integration
- Types of vertical integration
  - Backward integration
  - Forward integration
- Value chain Analysis

#### **ASSIGNMENTS FROM QUESTION BANK:**

## **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 27, 28, 29, 30

**LONG ANSWER TYPE QUESTION:** Q 20, 21, 22

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 166; Q 7, 8,9,10
- 2 ibid 3, Page No. 220, Q 7
- 3 ibid 4, Page No. 161, Q 1, 2, 3, 4.

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No.155-157

### **REFERENCE BOOKS:**

- 1 ibid 3, Page No. 211-213
- 2 ibid 4, Page No. 132-135

### **ARTICLES:**

- 1 PradhanSudeepta and Ranajee, “Value Creation by Family owned Businesses: A Literature Review”, The IUP Journal of Business Strategy, Vol. 9, No.4, December 2012, pp. 35-45.
2. EdakkandiMeethalReli, “Value Chain For Integrating Small Producers into Market: Small-Scale Organic Turmeric Processing Enterprises in Orrisa”, The IUP Journal of Business Strategy, Vol. X, No.2, June 2013, pp. 38-49.
3. Wallace Jacob, The Elephant Catchers: Key Lessons for Breakthrough Growth, Indore Management Journal, IIM Indore, Vol.4, Issue4, pp-68.
4. Josh Bendickson, Phillip E. Davis, East Carobina University, “Why Small Firms are Different: Addressing Varying Needs from Boards of Directors”, Journal of Small Business Strategy, Vol. 25, 2015.
5. Gareth Hales & Carolan Mclarney, “Uber’s competitive Advantage vis -a -vis Porter’s Generic Strategies”, The IUP Journal of Management Research, Vol. 16, No.4, October 2017, pp. 7-22

## **LECTURES 25-27**

## **MERGERS AND ACQUISITIONS**

### **OBJECTIVE:**

These lectures will help student understand the impact of mergers and acquisitions in strategic management.

### **CONTENTS:**

- Introduction to Mergers and Acquisitions
- Types of Mergers and Acquisitions
- Reasons for Mergers and Acquisitions
- Important issues in mergers and acquisitions
- Pros and cons of mergers and acquisitions

## **ASSIGNMENTS FROM QUESTION BANK:**

## **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 23, 24,

**LONG ANSWER TYPE QUESTIONS:** Q 14, 15, 16, 17

**OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 208; Q 8, 9, 10
- 2 ibid 3, Page No. 220, Q 6

**SUGGESTED READINGS:**

**TEXT BOOK:**

- 1 ibid 1, Page No.187-192

**REFERENCE BOOK:**

- 1 ibid 3, Page No. 205-211

**LECTURES 28-29**

**STRATEGIC ALLIANCE**

**OBJECTIVE:**

These lectures will help students understand the concept, types and scope of strategic alliance strategies.

**CONTENTS:**

- Introduction to Strategic Alliances strategies
- Reasons for strategic Alliances
- Types of strategic Alliances
- Managing strategic Alliances
- Pitfalls in strategic Alliances
- Strategic Alliances in Indian context

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 14, 16, 17, 23, 24

**LONG ANSWER TYPE QUESTIONS:** Q 7, 13, 14, 18

## **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 208; Q 12, 13, 14
- 2 ibid 3, Page No. 220, Q 3

## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1, Page No.194-198
- 2 ibid 2, Page No. 237-238

### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 199-202

## **UNIT IV**

### **LECTURES 30-32**

### **FUNCTIONAL IMPLEMENTATION**

#### **OBJECTIVE:**

These lectures will help student understand and review the functional plans and policies in the area of finance, marketing, operations, personnel and information management.

#### **CONTENTS:**

- Strategy Implementation
  - Functional and Operational Strategies
    - Functional Strategies
      - ✓ Vertical Fit
      - ✓ Horizontal Fit
    - Functional Plans and Policies(An overview)
      - ✓ Financial
      - ✓ Operations
      - ✓ Marketing
      - ✓ Personnel
      - ✓ Information Management
    - Integration of Functional plans and policies
      - ✓ Need for Internal Consistency
      - ✓ Relevance to development of organizational capability
      - ✓ Making trade off decisions
      - ✓ Determination of intensity linkages
      - ✓ Timing of implementation of plans and policies

- 4Ps of Operational Effectiveness
  - ✓ Productivity
  - ✓ Processes
  - ✓ People
  - ✓ Pace

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q 22, 24, 25, 26

**LONG ANSWER TYPE QUESTIONS:** Q 17, 20, 24, 28

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 479; Q 1,2,3,4,5,6,7
- 2 ibid 3, Page No. 360, Q 1, 2, 4

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No.433-477

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 327-355

### **UNIT IV**

#### **LECTURES 33-34**

#### **STRATEGY IMPLEMENTATION**

#### **OBJECTIVE:**

The objective of these lectures is to make the students understand the implementation of the strategies through resource allocation, the structural considerations and the organizational design.

#### **CONTENTS:**

- Strategy Implementation
  - Resource Allocation
    - Meaning
    - Factors affecting resource allocation

- ✓ Objectives of Organisation
  - ✓ Preference of Dominant Strategies
  - ✓ Internal Policies
  - ✓ External Influences
- Difficulties in Resource Allocation
  - ✓ Scarcity of Resources
  - ✓ Restrictions on generating resources
  - ✓ Overstatement of Needs
  - ✓ Tendency to imitate Competitors
- Structural Considerations and Organisational Design
  - Meaning of Structure
  - Structure and Strategy
    - ✓ Structure for Business Strategies
    - ✓ Structure for Corporate Strategies
    - ✓ Structure for Integration Strategies
    - ✓ Structure for Diversification Strategies
    - ✓ Structure for Internationalisation Strategies
  - Types of organization Structures
    - ✓ Entrepreneurial
    - ✓ Functional
    - ✓ Divisional
    - ✓ SBU
    - ✓ Matrix
    - ✓ Network
  - Structures to support Inter-Organizational relationships
- Organizational Design
  - Structural
  - Contextual

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS:** Q 23, 28, 30, 31, 32

**LONG ANSWER TYPE QUESTIONS:** Q 17, 27, 28, 30, 33, 35

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 339, Q 1,2,3,4,5, Page No. 382, Q 1,2,3,4,6
- 2 ibid 2, Page No. 364, Q1, 2, 3, 4.
- 3 ibid 4, Page No. 300, Q 3

## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1, Page No. 313-339, 346-381
- 2 ibid 2, Page No. 336-345

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 270-284

### **ARTICLES:**

- 1 Taneja Sonia, Pryor Mildred, Gibson Jane and Toombs Leslie, “Organizational Renewal A strategy Imperative”, Delhi Business Review, Vol.13, No.1, January-June 2016, pp. 29-40.
- 2 Marie -Helene Delmond, Fabien Coelho, Alain Keravel & Robert Mahl, “ How Information Systems Enable Digital Transformation: A Focus on Business Models and Vlaue Co-Production”, The IUP Journal of Business Strategy, Vol. 14, No. 3, September 2017, pp. 7- 40

## **LECTURES 35-36**

### **OBJECTIVE:**

The objective of these lectures is to make students understand the role of leadership and the effect of corporate culture in strategy implementation

### **CONTENTS:**

- Strategy Implementation
  - Leadership and Corporate Culture
    - Meaning of Strategic leadership
    - Task of Strategic Leaders
    - Styles of Strategic Leaders
    - Role of Strategic Leaders
      - ✓ CEO
      - ✓ Senior Managers
      - ✓ Business Level Executives
      - ✓ Functional and Operational Managers
    - Developing Strategic Leaders
      - ✓ Career Planning and Development
      - ✓ Succession Planning
  - Corporate Culture
    - Composition of Corporate Culture
    - Impact of Culture on Corporate Life
    - Strategic-Culture Relationship



## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS:** Q16, 21, 25

**LONG ANSWER TYPE QUESTIONS:** Q 17, 23, 25, 26, 27

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 425, Q5, 6, 7, Page No. 426, Q 10, 15
- 2 ibid 2, Page No. 392, Q 2
- 3 ibid 3, Page No. 389, Q 1, 2, 3

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 398-425
- 2 ibid 2, Page No. 365-376

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 365-374

#### **ARTICLES :**

- 1 Ada Grant, 'Turning the Tables on Success', Strategy+ Business, Summer 2013, pp. 6-8.  
Prasad Kaipa& Navi Radjou, The Wise Leader, Strategy+ Business, Summer 2013, pp. 14-17.
- 2 Iran Carlos Ladines Azalia & William Castillostein, « Strategic Planning & Scenario Planning in Public Institutions : The Case Study of Pacific Alliance, Fortune Institute of International Business Review, Vol. 6, Issue 3, July -September 2017, pp. 20-37

## **LECTURE 37**

### **STRATEGY EVALUATION**

#### **OBJECTIVE:**

It becomes essential to evaluate the strategies formulated and implemented by an organization to gain competitive advantage. This lecture will help students understand the importance and nature of Strategic Evaluation along with the different techniques for exercising strategic control.

## **CONTENTS:**

- Strategy Evaluation
  - Importance and Nature of Strategic Evaluation
    - Overview
    - Nature
    - Importance
    - Participants
    - Barriers
      - ✓ Limits of Control
      - ✓ Difficulties in Measurement
      - ✓ Resistance to Evaluation
      - ✓ Short-Terminism
      - ✓ Relying on Efficiency vs Effectiveness

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 4, 5, 7, 9

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 512, Q 1, 2, 3,4,10
- 2 ibid 4, Page No. 376, Q 1, 3, 4.

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1 Page No. 488-510

#### **REFERENCE BOOK:**

- libid 4, Page No. 354-359

### **LECTURES 38-40**

### **STRATEGIC CONTROL**

#### **OBJECTIVE:**

The objective of these lectures is to make students understand the concept and process of strategic and Operational control.

## **CONTENTS:**

- Strategy Control
  - Strategic and Operational Control
    - Strategic Control
      - ✓ Premise Control
      - ✓ Implementation Control
      - ✓ Strategic Surveillance
      - ✓ Special Alert Control
    - Operational Control
      - ✓ Meaning
      - ✓ Evaluation Process for Operational Control
        - ❖ Setting Standards of Performance
          - i. Quantitative Criteria
          - ii. Qualitative Criteria
        - ❖ Measurement of Performance
          - iii. Difficulties in Measurement
          - iv. Timings of Measurement
          - v. Periodicity in Measurement
        - ❖ Analysis of Variances
        - ❖ Taking Corrective Action

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**LONG ANSWER TYPE QUESTIONS:** Q 6, 11, 12, 13

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 512, Q 10, 12
- 2 ibid 2, Page No. 413, Q3
- 3 ibid 3, Page No. 417, Q1, 2, 3, 5, 7, 10

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 493-501
- 2 ibid 2, Page No. 398-412

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 395-415

## LECTURES 41-42

### STRATEGIC EVALUATION TECHNIQUES

#### OBJECTIVE:

These lectures will help students understand the evaluation techniques for Strategic and Operational Control

#### CONTENTS:

- Strategy Evaluation
  - Evaluation Techniques for Strategic and Operational Control
    - Strategic Control
      - ✓ Strategic Momentum Control
      - ✓ Strategic Leap Control
    - Operational Control
      - ✓ Internal Analysis
        - ❖ VRIO Framework
        - ❖ Value Chain Analysis
        - ❖ Quantitative Analysis
        - ❖ Qualitative Analysis
      - ✓ Comparative Analysis
        - ❖ Historical Analysis
        - ❖ Industry Norms
        - ❖ Benchmarking
      - ✓ Comprehensive Analysis
        - ❖ Key Factor Rating
        - ❖ Business Intelligence Systems
        - ❖ The Balanced Scorecard
      - ✓ Special Purpose Techniques
        - ❖ Network Techniques
        - ❖ Management by Objectives
        - ❖ The Parta System
        - ❖ Memorandum of Understanding
        - ❖ Evaluation Studies in NGO
      - ✓ Auditing Techniques
        - ❖ Corporate Social Audit
        - ❖ Environmental Analysis

#### ASSIGNMENTS FROM QUESTION BANK:

#### UNIT III

LONG ANSWER TYPE QUESTIONS: Q 14, 16, 20, 25, 30

**OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No.512, Q 20, 22
- 2 ibid 2, Page No. 190, Q 4

**SUGGESTED READINGS:****TEXT BOOKS:**

- 1 ibid 1, Page No. 503-510
- 2 ibid 2, Page No. 167-170

**LECTURES 43-45****BALANCED SCORE CARD****OBJECTIVE:**

The objective of these lectures is to make students the concept of Balanced Score card along with the four perspectives in detail.

**CONTENTS:**

- Need for Balanced Scorecard
  - Financial Perspective
  - Customers Perspective
  - Internal Businesses Perspective
  - Learning and Growth Perspectives

**ASSIGNMENT FROM QUESTION BANK:****UNIT III****LONG ANSWER TYPE QUESTION: Q 29, 31****OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No.140, Q 16.
- 2 ibid 3, Page No. 417, Q7

**SUGGESTED READINGS:****TEXT BOOK:**

- 1 ibid 1, Page No. 136-137

**REFERENCE BOOK:**

- 1 ibid 3, Page No. 407-411

# **LECTURE PLAN**

## **CORPORATE SOCIAL RESPONSIBILITY, HUMAN VALUE & ETHICS**

**MS-208**

**COURSE OUTLINE**  
**MBA-IV SEMESTER**  
**CORPORATE SOCIAL RESPONSIBILITY, HUMAN VALUES AND**  
**ETHICS - MS-208**

**L - 4 Credits - 04**

**OBJECTIVES:**

The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

**INTERNAL ASSESSMENT AND ASSIGNMENT**

**25 marks**

1. Class Test-I - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

**COURSE CONTENTS:**

**A. MORAL VALUES AND ETHICS**

**(12 Hours)**

- Values – Concepts, Types and Formation of Values, Ethics and Behaviour.
- Values of Indian Managers; Managerial Excellence through Human Values
- Development of Ethics, Ethical Decision Making
- Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values
- Modern Business Ethics and Dilemmas
- Overview of Corporate Social Responsibilities (CSR) and Sustainability.

**B. MANAGING ETHICAL DILEMMAS AT WORK**

**(10 Hours)**

- The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace
- Corporate Responsibilities towards Consumer Stakeholders and the Environment
- The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation
- Spiritual Leadership for Business Transformation.
- Organizational Excellence and Employee Wellbeing through Human Values.

**C. CORPORATE SOCIAL RESPONSIBILITY**

**(10 Hours)**

- A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility
- Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility
- Corporate Social Responsibility of Business, Employees, Consumers and Community

- Corporate Governance and Code of Corporate Governance, Consumerism
- Current CSR Practices of the Firms in India and Abroad.
- Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice.

**D. ISSUES IN MORAL CONDUCT OF BUSINESS AND CSR (10 Hours)**

- Failure of Corporate Governance, Social Audit
- Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment
- Intellectual Property Rights, Corruption in Business and Administration.
- BS / ISO Guideline on CSR Management (ISO-26000).



## STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of corporate social responsibility, human values and ethics 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 familiarize themselves with concepts and theories.

### ➤ MAIN TEXT BOOKS

1. **Author's Name(s):** Weiss, Joseph W  
**Title:** Business Ethics: Concepts & Cases  
**Edition:** 6<sup>th</sup> **Year:** 2015 Reprint  
**Publisher:** Cengage Learning. (ibid 1)
2. **Author's Name(s):** BN Ghosh  
**Title:** Business Ethics and Corporate Governance  
**Edition:** 6<sup>th</sup> **Year:** 2015 Reprint  
**Publisher:** Tata McGrawhill (ibid 2)

### ➤ REFERENCE BOOKS

1. **Author's Name(s):** Daniel Albuquerque  
**Title:** Business Ethics: Principles and Practices  
**Edition:** 5 **Year:** 2015 (Reprint)  
**Publisher:** Oxford University Press (ibid 3)
2. **Author's Name(s):** Manuel G.Velasquez  
**Title:** Business Ethics Concepts  
**Edition:** 4 **Year:** 2015 Reprint  
**Publisher:** Pearson (ibid 4)
3. **Author's Name(s):** Baxi C.V. and Prasad Ajit  
**Title:** Corporate Social Responsibility  
**Edition:** 6 **Year:** 2015 (Reprint)  
**Publisher:** Excel Books (ibid 5)

### ➤ PERIODICALS

1. Journal of Human Values
2. IIMB Management Review
3. IUP Journal of Corporate Governance
4. IUP Journal of Management Research
5. The Chartered Accountant
6. Chartered Secretary
7. BVIMR Management Edge

8. Harvard Business Review
9. The Chartered Management Institute Magazine
10. Today's Manager: Who's really in Control
11. International Journal of Corporate Social Responsibility
12. Delhi Business Review

## **LECTURES 1- 2**

### **VALUES- CONCEPTS, TYPES AND FORMATION OF VALUES**

#### **OBJECTIVE:**

To make the students well versed with the meaning & importance of the concept of values in today's dynamic environment.

#### **CONTENTS:**

- Introduction & meaning of beliefs, values, attitudes & virtues
- Need for values
- Characteristics of values
- Sources for values & attitude formation
- Significance & importance of values
- Types of values
- Values & business

#### **ASSIGNMENT FROM QUESTION BANK:**

##### **UNIT I**

**SHORT ANSWER QUESTIONS:** Q 1, 2, 3, 4, 5

**LONG ANSWER QUESTIONS:** Q 1,3

#### **OTHER ASSIGNMENTS:**

- 1 ibid 2, Page No. 40, Q 1, 2, 3, 4, 7
- 2 ibid 3, Page No.32, Q1, 2, 3, 4

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 2, Page No. 1-19

**REFERENCE BOOK:**

1 ibid 3, Page No. 3-30

**LECTURES 3-4****ETHICS AND BEHAVIOUR****OBJECTIVE:**

To make students understand the terms- Ethics & morality and their significance in formation of human behavior.

**CONTENTS:**

- Meaning of Ethics
- Why Ethics
- Evolution of ethics
- Branches of ethics
- Principles of ethics
- Difference in morality & ethics
- Stages of moral development
- Process of behavior formation
- Nature of ethics as moral value in behavior
- Nature of ethics in human relations

**ASSIGNMENT FROM QUESTION BANK:****UNIT 1**

**SHORT ANSWER QUESTIONS:** Q 5,6,8,9,10

**LONG ANSWER QUESTIONS:** Q 5,6,8

**OTHER ASSIGNMENT:**

1 ibid 3, Page No. 47 Q 3, 4, 6

**SUGGESTED READINGS:****TEXT BOOK:**

1 ibid 2, Page No. 23-45

## **REFERENCE BOOK:**

1. ibid 3, Page No 30- 47

## **ARTICLES:**

1. George Joffy, “Ethical Context: Paving Way for Happiness and Healthier Organisation”, Chartered Secretary, Vol XLIII, No.12, Dec. 13, pp. 1502-1504
2. CS J Sridhar, “Influence of CSR & CSR reporting vis-à-vis Capital Markets”, Chartered Secretary, Vol XLV, No.10, Oct. 2015, pp. 31- 38
3. Jeffrey Hayzlett, “Why Should Your Business Care About Social Responsibility?”  
<https://www.entrepreneur.com/article/269665>

## **LECTURES 5-6**

### **VALUES OF INDIAN MANAGERS, MANAGERIAL EXCELLENCE THROUGH HUMAN VALUES, SIRTUAL VALUES, RELEVANCE OF ETHICS & VALUES IN BUSINESS**

#### **OBJECTIVE:**

To highlight the significance of human values in personal as well as professional life to achieve success & excellence.

#### **CONTENTS:**

- Eastern values
- Gandhian theory of justice
- Concept of Artha, Guna, Dharma Sutras, Purshartha
- Western values
- Utilitarian values
- Deontological Values
- Altruist values
- Value based management
- Values of Indian managers
- Managerial excellence through human values

#### **ASSIGNMENT FROM QUESTION BANK:**

##### **UNIT 1**

**SHORT ANSWER QUESTIONS:** Q 6, 7, 17, 18, 19

**LONG ANSWER QUESTIONS:** Q 4, 9, 12,18

## **OTHER ASSIGNMENTS**

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

## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1, Page No. 24-27, 29-34
- 2 ibid 2, Page No. 48-63

### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 47-60

### **ARTICLES:**

1. Pachar Sunita, Singh Rajbir, “The pyramid of CSR Model: Empirical evidence from India”, The IUP journal of Management Research, July-Sep 2013, Vol. 18, No. 3, pp. 12-19
2. Dr. K.R. Chandrater, “Requirement as to Notice of Board Meeting and Agenda under Companies Act and Secretarial Standards”, The journal of Chartered Secretary, Aug. 2015, Vol. XLV, No. 8, pp. 9-18

## **LECTURES 6-8**

### **MODERN BUSINESS ETHICS & DILEMMAS, DEVELOPMENT OF ETHICS, ETHICAL DECISION-MAKING**

#### **OBJECTIVE:**

To understand the conflicts & dilemmas in taking business decisions & the process of ethical decision-making in the organizations

#### **CONTENTS:**

- Ethical Dilemmas
- Causes / sources of Dilemmas
- Decision making & Ethics
- Decision-making model including personal traits, organizational traits & decision-making process
- Personal traits -personal values, ego strength, field dependence, locus of control,
- Stages of Moral development
- Moral Approbation theory
- Organizational Culture

- Organizational goals
- Organizational policy
- Code of conduct
- Decision Processes

**ASSIGNMENT FROM QUESTION BANK:**

**UNIT 1**

**SHORT ANSWER QUESTIONS:** Q 13,14,15,21

**LONG ANSWER QUESTIONS:** Q 7, 9, 10

**OTHER ASSIGNMENT:**

1 ibid 3, Page No. 93 Q1, 2, 3, 4, 5

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 3, Page No. 71-93

**REFERENCE BOOKS:**

- 1 ibid 3, Page No. 221-231
- 2 ibid 2, Page No. 285-288

**LECTURES 9-10**

**BUSINESS ETHICS-THE CHANGING ENVIRONMENT & STAKEHOLDER MANAGEMENT**

**OBJECTIVE:**

To acquaint the students with the expectations of internal & external stakeholders in changing business environment

**CONTENTS:**

- Business ethics & changing environment
- Environmental forces
- Identification of internal stakeholders
- Identification of external stakeholders
- Need for Stakeholders management approach
- Stakeholders management approach

- Process of Development of collaborative strategy
- Execution of stakeholder's analysis
- Resolving stakeholder's disputes
- Issue management

## **ASSIGNMENT FROM QUESTION BANK:**

### **UNIT 1**

**SHORT ANSWER QUESTIONS:** Q 14, 16,17,18

**LONG ANSWER QUESTIONS:** Q 12, 24

### **OTHER ASSIGNMENT**

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

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 105-130
- 2 ibid 3, Page No. 107-184

#### **ARTICLES:**

1. BansalHarbhajan, ParidaVinu, Kumar Pankaj, "Emerging trends of CSR in India", KAIM Journal of Management and Research, April 2012, Vol. 4, No. 1-2, pp. 48-53
2. Rahul Varman, InfoChange News & Features, March 2009 , "Satyam and the truth about CSR", <http://infochangeindia.org/corporate-responsibility/analysis/satyam-and-the-truth-about-csr.html>
3. CA Nitin N, "CSR in India-FAQs & Analysis", The journal of Chartered Accountant, Oct. 2015, Vol. 64, No. 4, pp. 106
4. Erik Simanis, "Reality check at the Bottom of the Pyramid", Harvard Business Review, June 2012, pp. 21-25

## **LECTURES 11-12**

### **OVERVIEW OF CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY**

#### **OBJECTIVE:**

To give students an idea about corporate social responsibility & its relationship with organizational sustainability.

## **CONTENTS:**

- Four social responsibility roles of organizations
- What is CSR
- Types & Nature of CSR
- CSR principles & strategies
- Models of corporate social responsibility
- Argument against or in favour of CSR
- Best practices of CSR
- CSR & organizational sustainability

## **ASSIGNMENT FROM QUESTION BANK:**

### **UNIT 1**

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

### **OTHER ASSIGNMENTS:**

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 BOOK:**

1 ibid 2, Page No. 228-231

### **ARTICLES:**

- 1 Auluck Vinay, "Integrating sustainability as a Core value in Indian Management Education" ,FIIB Business Review, Vol. 1, Issue 1, Oct.-Dec. 2011, pp. 9-17
- 2 "CSR & Sustainable Business", Journal of CSR Vision, Vol.4, Issue 4, pp. 31, Aug.2015
3. Taneja Sonia, Pryor Mildred, Gibson Jane and Toombs Leslie, "Organizational Renewal A Strategy Imperative", Delhi Business Review, Vol.13, No.1, January-June 2016, pp. 29-40

## **LECTURES 13-15**

### **MANAGING ETHICAL DILEMMAS AT WORK**

**THE CORPORATION & EXTERNAL STAKEHOLDERS; CORPORATE GOVERNANCE; FROM THE BOARDROOM TO THE MARKETPLACE;**



## **CORPORATE RESPONSIBILITIES TOWARDS CONSUMER STAKEHOLDERS & THE ENVIRONMENT**

### **OBJECTIVE:**

To know about external stakeholders & their rights as well as organization's responsibility towards consumers, govt. & environment

### **CONTENTS:**

- Managing corporate social responsibility in the marketplace
- Free market theory & CSR
- Problems with the free market theory
- Managing CSR with external stakeholders
- Social & economic stakeholders
- Corporate philanthropy
- Managing stakeholder's profitability & responsibility: Reputation counts
- Balancing corporate governance compliance & regulation
- Corporate responsibility towards consumers stakeholders
- Consumer rights & corporate responsibilities
- Corporate responsibility in advertising
- Managing product safety & liability responsibility
- Corporate responsibility & environment
- Rights of future generations & right to a livable environment
- Recommendations to managers.

### **ASSIGNMENT FROM QUESTION BANK:**

#### **UNIT 1**

**SHORT ANSWER QUESTION: Q 16**

**LONG ANSWER QUESTIONS: Q 20, 21**

#### **OTHER ASSIGNMENTS:**

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 BOOK:**

1 ibid 3, Page No. 96-104

## **LECTURES 16-18**

### **THE CORPORATIONS & INTERNAL STAKEHOLDERS; VALUE BASED MORAL LEADERSHIP; CULTURE; STRATEGY & SELF REGULATION**

#### **OBJECTIVE:**

To understand the role of ethical leadership & self regulation to manage internal stakeholders i.e. workforce & organizational culture.

#### **CONTENTS:**

- Leadership & Stakeholder Management
- Strategic alignment with purpose, mission & values
- Leadership stakeholder competencies
- Employee stakeholders & workforce generations
- Steps for integrating a multigenerational workforce
- Multicultural workforce
- Workforce rights
- Mainstreaming disabled workers
- Ethical dimensions of leadership styles
- Organizational culture compliance & stakeholder management
- Corporate self-regulation & Ethics programs-challenges & issues

#### **ASSIGNMENT FROM QUESTION BANK:**

##### **UNIT 1**

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

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

#### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 131, Q6, 7, 8, 9, and 14

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 114-123

## **ARTICLES:**

1. Manit Mishra, Mohanty Seba, “Impact of Corporate Social Responsibility communication on Corporate Brand Personality Assessment”, The IUP Journal of Management Research, Oct 2013, Vol. 12, No. 4, pp. 26-38
2. Cooney Anne, “Being a socially conscience business doesn't have to be costly – it's for both big and small players”, <https://fora.ie/readme/anne-cooney-esb-social-responsibility-2979703-Sep2016/>

## **LECTURES 19-21**

### **SPIRITUAL LEADERSHIP FOR BUSINESS TRANSFORMATION; ORGANIZATIONAL EXCELLENCE & EMPLOYEE WELLBEING THROUGH HUMAN VALUES**

#### **OBJECTIVE:**

To understand the significance of value based leadership to achieve organizational excellence, productivity, efficiency, effectiveness & wellbeing of labour.

#### **CONTENTS:**

- Spiritual values practices & moral courage in leading
- Leading & managing strategy & structure
- Organizations & leaders as moral agents
- Balancing work life in workforce
- Changing social contract between labour & corporations and the reality of competitive change
- Employee/ Employer's rights
- Employee/ Employer's responsibilities & obligations
- Discrimination, equal employment opportunities & affirmative action
- Women workforce & sexual harassment at workplace
- Whistle-blowing & organizational loyalty

#### **ASSIGNMENT FROM QUESTION BANK:**

#### **UNIT II**

**SHORT ANSWER QUESTIONS: Q 3, 6**

**LONG ANSWER QUESTION: Q 16, 22,23,24**

#### **OTHER ASSIGNMENT:**

1. ibid 1, Page No. 221, Q 1

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page No.193,195

## **CORPORATE SOCIAL RESPONSIBILITY**

### **LECTURES 22-23**

#### **A HISTORICAL PERSPECTIVE FROM INDUSTRIAL REVOLUTION TO SOCIAL ACTIVISM**

### **OBJECTIVE:**

The objective of these lectures is to introduce the concept of corporate social responsibility through the historical perspective.

### **CONTENTS:**

- Meaning of CSR
  - Definitions by different authors
  - Definitions by different organizations
  - Economic perspective
  - CSR as a continuum
- History of CSR in India
  - Role of State
  - Impact of Religion
  - Emergence of Merchant Class
- Evolution of CSR
  - Introduction
  - Seeds of early Corporations
  - Governance and Management of Company
  - Importance of CSR in Corporate Governance

### **ASSIGNMENT FROM QUESTION BANK:**

**SHORT ANSWER QUESTIONS: Q 1,2**

**LONG ANSWER QUESTION: Q 1**

### **TEXT BOOK:**

1 ibid 2, Page 352-370

## **ARTICLES:**

- 1 Shah Shahshank, "Social and Environmental Responsibility: Case Study of HUL Ltd., Journal of Human Values, April 2011, Volume 17, Number.1, pp.23-42.
- 2 Satpathy Biswajit and Muniapan Balakrishnan," The Dharma and Karma of CSR from the Bhagwad Gita", Journal of Human Values, Vol. 19, No.2, Oct 2013, pp. 173-188

## **UNIT III**

### **CORPORATE SOCIAL RESPONSIBILITY**

#### **LECTURES 22-23**

#### **A HISTORICAL PERSPECTIVE FROM INDUSTRIAL REVOLUTION TO SOCIAL ACTIVISM**

#### **OBJECTIVE:**

The objective of the lectures is to introduce the concept of corporate social responsibility through the historical perspective.

#### **CONTENTS:**

- 3 Meaning of CSR
  - Definitions by different authors
  - Definitions by different organizations
  - Economic perspective
  - CSR as a continuum
- 4 History of CSR in India
  - Role of State
  - Impact of Religion
  - Emergence of Merchant Class
- 5 Evolution of CSR
  - Introduction
  - Seeds of early Corporations
  - Governance and Management of Company
  - Importance of CSR in Corporate Governance

#### **ASSIGNMENT FROM QUESTION BANK:**

## **UNIT III**

**SHORT ANSWER QUESTIONS: Q 14,15**

**LONG ANSWER QUESTION: Q 1**

## **OTHER ASSIGNMENTS:**

- 1 ibid 6, Page 27, CRQ-Q 1,2

## **TEXT BOOK:**

- 1 ibid 2; Page 352-370

## **REFERENCE BOOK:**

- 1 ibid 6, Page 2-26

## **ARTICLES:**

- 1 “Social and Environmental Responsibility: Case study of HUL Ltd., Shahshank Shah, Journal of Human Values, April 2011, Volume 17, Number.1, pp. 23-42.
- 2 Achatya Ajay, “CSR: New Management Strategy for Future Business”, BVIMR Management Edge, Vol.6, No.2, July-Dec 2013, pp. 101-107

## **LECTURES 24-27**

### **MORAL ARGUMENTS FOR CORPORATE SOCIAL RESPONSIBILITY**

#### **OBJECTIVE:**

The lectures will help students understand the arguments for Corporate Social Responsibility.

#### **CONTENTS:**

- Moral Arguments for CSR
  - CSR is natural
  - Profit is no sin
  - The egalitarian ideal
  - Expenditure on CSR is investment
  - Better image
  - Avoidance of legal complications
  - No contradiction between CSR and profit maximization hypothesis
  - Moral and social obligation of corporate
- Moral Arguments against CSR
  - Fundamental principle of business gets violated
  - Expensive issue
  - Not a special area of business
- Issues in CSR
  - Trusteeship
  - Corporate Governance
  - CSR and State Partnership

- CSR and Citizen Partnership
- Triple Bottom Line Approach to CSR
  - People
  - Planet
  - Profit
- Corporate Conscience as Moral Principle of CSR
  - Corporate Conscience
  - Negligence of Corporate Conscience leads to Moral Degradation
  - Corporate Governance with Conscience

**ASSIGNMENT FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWER QUESTIONS:** Q 16,17,18,19,20

**LONG ANSWER QUESTIONS:** Q2, 3, 14, 18, 19

**OTHER ASSIGNMENTS:**

1 ibid 3, Page 408, CTQ-Q 4,5

**TEXT BOOK:**

1 ibid 2, Page 350-370

**REFERENCE BOOK:**

1 ibid 3, Page 398-408

**ARTICLES:**

1. Pandey, T N, “The Concept of CSR under Companies Act 2013-Whether well conceived”, Chartered Secretary, Vol XLIII, No. 12, Dec 2013, pp. 1502-1504
2. Wilton, P; “Devo-dealing: CSR is Edging Closer and Managers Must Act Now”, Professional Manager: Serious Leadership, The Chartered Management Institute Magazine, Spring 2016, pp. 29-33

**LECTURES 28-29**

**CORPORATE SOCIAL RESPONSIBILITY OF BUSINESS, EMPLOYEES, CONSUMERS AND COMMUNITY**

## **OBJECTIVE:**

The lectures will help students understand the responsibilities of Business, Employees, Consumers and Society

## **CONTENTS:**

- Corporate Social Responsibility towards
  - Employees
    - Nurtures its employees' motivation and pride.
    - Encouraging Employees to Fulfill their Potential
    - Creating a Better Work-Life Balance
    - Maintaining Health and Safety in the Workplace
  - Shareholders
    - Strives to meet shareholders' expectations.
    - Building relationships of trust with shareholders and investors
  - Customers
    - Stays customer-focused.
    - Supporting Customers
    - Maintaining and Improving Service Quality
    - Addressing Diverse Needs
  - Society

## **ASSIGNMENT FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER QUESTION: Q 3**

**LONG ANSWER QUESTIONS: Q 3,4**

### **OTHER ASSIGNMENTS:**

1 ibid 1, Page 127, Q 1,3,5

### **TEXT BOOK:**

1 ibid 1, Page 122-126

### **ARTICLE:**

1 Kumar Naresh, "CSR and Role of Professionals", The Chartered Accountant, Vol 62, No.3, Sept 2013, pp.117-125



## **LECTURE S 30-32**

### **CORPORATE GOVERNANCE**

#### **OBJECTIVE:**

The objective of the lectures is to make student understand the importance of mass communication in business communication like promotion strategies, advertisements, publicity, and press releases, media mix, public relations, newsletters.

#### **CONTENTS:**

- Brief History
- Meaning of Corporate Governance
- Corporate Governance in current era
- Importance of Corporate Governance
  - Accountability and Transparency
  - Enhanced Corporate Productivity
  - Reduction in Corporate fraud
  - Necessary for successful international business
  - Ensures environmental protection
  - Promotes Sustainable Development
  - Ensures employees welfare
- Principles of Corporate Governance
- Code of Corporate Governance
  - Cadbury Committee Report
  - Green bury Committee Report
  - Report by Confederation of Indian Industry(CII)
    - Draft report of Guidelines
    - Recommendation
  - Committee on Corporate Governance Report

#### **ASSIGNMENT FROM QUESTION BANK:**

#### **UNIT III**

#### **SHORT ANSWER QUESTIONS:**

Q 10, 14

#### **LONG ANSWER QUESTIONS:**

Q 10, 14, 20,21,22

## **OTHER ASSIGNMENTS**

- 1 ibid 3; Page 355 (CRQ) Q4
- 2 ibid 3; Page 355 (CTQ) Q4

## **TEXT BOOKS:**

- 1 ibid 2, Page 339-342
- 2 ibid 2, Page 370-378

## **REFERENCE BOOK:**

- 1 ibid 3; Page 339-355

## **ARTICLES:**

- 1 MarisettyVikayaB, "Interview: Corporate Governance Survey: A Holistic View for Altruistic Practice", IIMB Management Review, Vol 23, No1, March 2011, pp.30-39
- 2 KunalNaresh, "Role of Company Secretayr as Corporate Governance Professional", Chartered Secretary, Vol XLIII, No.11, Nov. 13, pp. 1366-1368

## **LECTURES 33-35**

### **CURRENT CSR PRACTICES OF THE FIRMS IN INDIA AND ABROAD**

#### **OBJECTIVE:**

The objective of lecture is to make student understand the various CSR practices undertaken by the firms in India and abroad. The practices can be known through various CSR reports made by the companies.

#### **CONTENTS:**

- Initiatives taken by Indian Companies
  - Infosys
  - Tata Group
  - Philips
  - Ambuja
  - NTPC
  - BILT
  - Wipro
  - IFFCOetc.

#### **ASSIGNMENT FROM QUESTION BANK:**

#### **UNIT IV**

## **LONG ANSWER QUESTIONS: Q 6**

### **OTHER ASSIGNMENT:**

1 ibid 6, (CTQ) Q2

### **REFERENCE BOOK:**

1 ibid 6, Pages 195-209

## **LECTURES 36-37**

### **CHALLENGES OF ENVIRONMENT**

#### **OBJECTIVE:**

The lectures will help students understand the principles of environmental ethics and how environmental challenges can be taken as a business opportunity.

#### **CONTENTS:**

- Corporate responsibility and Environment
  - Significant Environmental Problem
    - Toxic Air Pollution
    - Water Pollution and Threat of scarcity
- Principles of Environmental Ethics
  - Extending moral standards
    - Human beings
    - Animals
    - Living Organisms
    - Holistic Entities
  - Radical Ecology
    - Deep Ecology
    - Social Ecology
    - Eco-feminism
  - Conclusion
- Environmental Challenges as Business Opportunity
  - Sustainable Development as Corporate Strategy
    - Resource Management through Recycling
    - Competitive Advantage Strategy
  - Shifting nature of competition in Emerging Economies
  - New Opportunities of Product Differentiation
  - Increasing Profitability and Minimizing risk
- Role of Government

## **ASSIGNMENT FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER QUESTIONS:** Q 4, 7

**LONG ANSWER QUESTIONS:** Q 7, 8, 9

### **OTHER ASSIGNMENTS:**

- 1 ibid 1; Page -153(Q), Q 1
- 2 ibid 1; Page-153(E), Q1

### **TEXT BOOK:**

- 1 ibid 1, Page 145-152

### **ARTICLES:**

1. Social issue is Business Issue” The New Agenda of Lattice 2010, Journal of Human Values, October 2011, Vol 17, No.2, pp.171-182
2. Teik, T.C.; “Clients Prefer Companies with Good Core Values”, Today’s Manager: Who’s really in Control, TM ISSUE2//2016, pp. 47-49

## **UNIT IV**

### **ISSUES IN MORAL CONDUCT OF BUSINESS AND CSR**

#### **LECTURES 38**

Failure of Corporate Governance

#### **OBJECTIVE:**

The lectures will help students understand the responsibilities of Business, Employees, Consumers and Society

#### **CONTENTS:**

- Failure of Corporate Governance
  - Defects of Corporate Governance in India (Pg 378, BN GHosh)
    - Lack of professionalism on the part of the directors
    - Institutional Investors are not active
    - Independent directors are not really independent
    - Accounting practices are not free from criticism
    - Shareholders’ participation is poor

- Indian capital markets are not well developed
    - Problem of whistle blowing
  - Reasons of failure (Daniel-page 382)
    - Financial Crisis and Banking Blunder
    - Failure of Regulators
    - Failure of Indian Regulator
    - Some Case studies
  - Contemporary Issues in Corporate Governance in India
- Social Audit
  - Meaning
  - Objective
    - Assessing the physical and financial gaps
    - Creating awareness among beneficiaries
    - Increasing efficacy and effectiveness
    - Scrutiny of various policy decisions
  - Advantages
    - Trains the community on participatory local planning
    - Encourages local democracy.
    - Encourages community participation.
    - Benefits disadvantaged groups.
    - Promotes collective decision making and sharing responsibilities.
    - Develops human resources and social capital

**ASSIGNMENT FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWER QUESTIONS: Q 1,3**

**LONG ANSWER QUESTIONS: Q 2,3,4**

**OTHER ASSIGNMENTS:**

1 ibid 2, Page 390, Q5,6

**TEXT BOOKS:**

- 1 ibid 2, Page 339-342
- ibid 2, Page 371-387
- 2 ibid 2, Page 272-273

**REFERENCE BOOK:**

- 1 ibid 3, Page 382-385

## **ARTICLES:**

- 1 Banerjee Arpita, "Ethics and Governance: Another Opportunity for Company Secretary to be designated as CXO", Chartered Secretary, Vol XLIII, No.11, Nov. 13, pp. 1366-1368
- 2 SahaAnandraj, "Social Audit- An Indian Experience", The Chartered Accountant, Vol 62, No 2, Aug 2013, pp. 266-271

## **LECTURES 39-43**

### **UNETHICAL ISSUES IN SALES, MARKETING, ADVERTISING AND TECHNOLOGY: INTERNET CRIME AND PUNISHMENT**

#### **OBJECTIVE:**

The objective of the lectures is to make student understand the importance of mass communication in business communication like promotion strategies, advertisements, publicity, and press releases, media mix, public relations, newsletters.

#### **CONTENTS:**

- Issues in Sales, Marketing, Advertising and Technology
  - Importance of activities
    - Role of Information and Communication technologies
    - Increasingly global village
    - Rapid economic expansions in countries
    - Better and improved marketing research Better and improved marketing research
  - Ethical Issues
    - Exploiting Social Paradigms
    - Surrogate Advertisements
    - Subliminal Advertisements
    - Predatory Pricing
    - False and Misleading Advertisements (Pg 132-Joseph)
      - The Internet
      - Children
      - Tobacco
      - Alcohol
    - Post Purchase Dissonance
    - Promotion of Alcohol, Tobacco-Intrusive Promotions
    - Copyright, trademark violations
    - Political marketing
  - Internet Crime and Punishment
    - Theft of information
    - Theft of service
    - Hacking

- Combating Computer and Internet Fraud
- Punishments for Computer or Internet Fraud
- Intellectual Property Rights (An Overview)
- Corruption in Business and Administration

**ASSIGNMENT FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWER QUESTIONS: Q 4, 5,8,9**

**LONG ANSWER QUESTIONS: Q 5**

**OTHER ASSIGNMENTS:**

1 ibid 1, Page 153-Q- Q1, E-Q1

**TEXT BOOKS:**

1 ibid 1, Page 126-140

**REFERENCE BOOKS:**

1 ibid 3, Page 481-500

**ARTICLES:**

1. Mahmoud Abdulai Mahmoud, “Market orientation and corporate social responsibility: towards an integrated conceptual framework”, <https://jcsr.springeropen.com/articles/10.1186/s40991-017-0020-1>

**LECTURES 44-45**

**ISO GUIDELINES ON CSR MANAGEMENT (ISO-26000)**

**OBJECTIVE:**

The objective of lecture is to make student understand the various guidelines on CSR management issued by ISO-26000

**CONTENTS:**

- ISO-26000 Guidelines(internet-notes)
  - Essentials
  - Why social responsibility important?

- Benefit from ISO-26000
- Specialty of ISO-26000
- Core subjects and issues of ISO-26000
- How does an organization go about implementing ISO 26000?

**ASSIGNMENT FROM QUESTION BANK:**

**UNIT IV**

**SHORT ANSWER QUESTIONS: Q 10, 12**

**LONG ANSWER QUESTIONS: Q 6,12,13, 14**

**REFERENCE:**

1 ibid 2, Page 552-556



# **LECTURE PLAN**

## **RETAIL MANAGEMENT**

**MS-212**

**COURSE OUTLINE**  
**MBA – IV SEMESTER**  
**RETAIL MANAGEMENT - MS 212**

**L – 3 Credit - 03**

**OBJECTIVES:**

This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

**INTERNAL ASSESSMENT AND ASSIGNMENTS**

**25 marks**

1. Class Test-II - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

**COURSE CONTENTS:**

**UNIT I-**

- Definition, importance and scope of Retailing
- Evolution of Retail Competition
- The Wheel of Retailing
- Accordion,
- Retail Life Cycle
- Emerging Trends in Retailing
- The Retail Scenario in India
- Retail Formats

(10 hours)

**UNIT II-**

- Information Gathering in Retailing
- Retail Strategic Planning and Operation Management
- Retail Financial Strategy
- Target Market Selection and Retail Location
- Store Design and Layout
- Visual Merchandising and Displays

(12 hours)

**UNIT III-**

- Merchandise Planning,
- Buying and Handling;
- Merchandise Pricing;
- Retail Communication Mix;
- Promotional Strategy;
- Retail Human Resources Management; Customer Service,
- The GAP Model,
- Customer Relationship Management.

(10 hours)

#### UNIT IV-

- Retail Management Information Systems;
- Retail Audits;
- Online Retailing;
- Global Retailing;
- Legal and Ethical Issues in Retailing. (10 hours)

#### STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Retail 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

##### ➤ MAIN TEXT BOOK

1. **Author's Name(s):** SwapnaPradhan  
**Title:** Retail Management- Text & Cases  
**Edition:** 5<sup>th</sup>**Year:** 2016  
**Publisher:** Tata McGraw Hill (ibid 1)
2. **Author's Name(s):** Levy &Witz  
**Title:** Retail Management  
**Edition:** 8<sup>th</sup> **Year:** 2014  
**Publisher:** Tata McGraw Hill (ibid 2)

##### ➤ REFERENCE BOOKS

1. **Author's Name(s):** Bajaj&Srivastava  
**Title:** Retail Management  
**Edition:** 2<sup>nd</sup> **Year:** 2010  
**Publisher:**Oxford (ibid 3)
2. **Author's Name(s) :** Barry Berman,& Evans  
**Title:** Retail Management- A Strategic Approach  
**Edition:** 11<sup>th</sup> **Year:** 2013  
**Publisher:** Pearson Prentice Hall (ibid 4)

## **LECTURES 1-2**

### **UNIT 1**

#### **CONCEPT OF RETAILING**

##### **OBJECTIVE:**

To understand the meaning, definition and importance of retail management and various factors giving rise to retailing in India.

##### **CONTENTS:**

- Concept of Retailing
- Definition of Retail Management
- Factors giving rise to retailing
- Types of Retailers
- Retailer's role in a distribution Channel
- Functions performed by retailers
  - Providing an assortment of products and services
  - Breaking Bulk
  - Holding Inventory
  - Providing services
- Significance of Retailing
- Importance of Consumer behavior

##### **ASSIGNMENTS FROM QUESTION BANK:**

###### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 2, 3, 23, 26, 30, 31, 32

**LONG ANSWER TYPE QUESTIONS:** Q 1, 2, 6, 23, 26, 27, 30, 32, 36

##### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 20, Q1, 2, 3, 4, 5
- 2 ibid 2, Page No. 32, Q 4, 5

##### **SUGGESTED READINGS:**

##### **TEXT BOOKS:**

- 1 ibid 1, Page No. 2-29
- 2 ibid 2, Page No.6-23

## **REFERENCE BOOK:**

- 1 ibid 3, Page No.10.1-10.44

## **ARTICLES:**

- 1 Corstjens Marcel and Rajiv Lal, “Retail Doesn’t Cross Borders: Here’s Why and What to Do About it”, Harvard Business Review, April 2012, pp. 88.
- 2 Shrawan Kumar Singh, “Do We Need FDI in Retail- An Analysis”, JIMS 8M, Vol. 19, Issue 1, Jan-March 2014, pp.45-49.
- 3 Singh. A. K, Kapoor. R. Estimating Demand Using Space Elastic Demand Model for Retail Assortment Planning. Global Business Review, Vol 17, Issue 3, June 2016, pp. 489 – 523.
- 4 “Understanding Web Experience and Perceived Web Enjoyment as Antecedents of Online Purchase Intention”, Sarbjit Singh Bedi, SukhwinderKaur, Amit Kumar Lal, Global Business Review, Vol. 18, No. 2; pp: 465-477, April 2017.

## **LECTURES 3-4**

### **RETAIL MANAGEMENT DECISION AREAS**

#### **OBJECTIVE:**

To enable the students to understand the management decisions that retailers take to provide value to their customers in terms of marketing, strategizing, managing store and merchandise.

#### **CONTENTS:**

- Retail Management decision Process
  - The World of Retailing
    - Introduction to retailing
    - Types of retailers
    - Multichannel Retailing
    - Customer Buying Retailers
  - Retailing Strategy
    - Retail Marketing Strategy
    - Financial Strategy
    - Retail Locations
    - Site Locations
    - Organization Structure and Human Resource Management
    - Information System and Supply Chain management
    - Customer Relationship Management
  - Merchandise Management
    - Planning Merchandise Assortments
    - Buying Systems
    - Buying Merchandise

- Pricing
- Retail Communication Mix
- Store Management
  - Managing the store
  - Store Layout, design and Visual Merchandising
  - Customer Service

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 6, 7, 8, 24, 25,27, 34, 35

**LONG ANSWER TYPE QUESTIONS:** Q 3, 5, 24, 25, 34, 39

### **OTHER ASSIGNMENTS:**

- 1 ibid 2, Page No. 182, Q 3,4
- 2 ibid 1, Page No. 231, Q 2,3,4, 5

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No.132-297
- 2 ibid 2, Page No. 152-179

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No.275-314

### **LECTURE 5**

#### **WHEEL OF RETAILING**

#### **OBJECTIVE:**

To enable the students to understand the concept of wheel of retailing and various theories of retail development and phases of development.

#### **CONTENTS:**

- Cyclical theory
- Introduction to wheel of retailing theory
- Principles of the theory
- Phases of the Theory

- Entry Phase
  - Innovative Retailer
- Trading up Phase
  - Traditional Retailer
- Vulnerability Retailer
  - Mature Retailer
- Applicability of the theory

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 10, 22, 23, 36

**LONG ANSWER TYPE QUESTION:** Q 12, 33, 34

### **OTHER ASSIGNMENT:**

1 ibid 1, Page No. 52, Q 1,2,3,4,5,6

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page No. 22-28.

### **LECTURES 6-7**

### **RETAIL LIFE CYCLE**

### **OBJECTIVE:**

To enable the students to comprehend the factors and phases of retail life cycle and the emerging trends.

### **CONTENTS:**

- Introduction of Retail Life Cycle
- Factors affecting retail life cycle
  - Sales
  - Profitability
  - Positioning
  - Competition
- Phases of Retail Life Cycle
  - Introduction
  - Growth

- Maturity
- Decline
- Practical Applications of Retail Life Cycle
- Emerging Trends In Retailing
  - Advertising
  - Selling
  - Customer relationship management
  - Pricing competition

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 9, Q 11, 12, 13, 21, 26,27, 31, 39

**LONG ANSWER TYPE QUESTIONS:** Q 3, 4, 8, 9, 26, 27, 28, 29,31

### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 52 Q2,3,4, 5

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page No.21-52

### **REFERENCE BOOKS:**

- 1 ibid 3, Page No. 151-203
- 2 ibid 4, Page No. 132-134

### **ARTICLES:**

- 1 Reinertsen Donald, Thomke Stefan, “Six Myths of Product Development”, Harvard Business Review, May 2012, pp. 60.
- 2 T. Thiruvankadam, Dr. N Panchanatham, “Impact of personality on retail patronage behavior of shoppers”, Asian Journal of Management Technology and Change, Vol 3, Issue 1, 2012,pp. 62-72.
3. Jindal Aparna, “Consumer Perception of private label brands in apparel retail industry”, The Journal of Indian Management and Strategy, Vol 17. No. 4, Oct-Dec 2012, pp. 19-25.
4. Das. J.K, Prakash. O., Khattri. V. “Brand Image Mapping: A Study on Bathing Soaps”. Global Business Review, Vol 17, Issue 4, June 2016,pp. 870 – 885.
5. “Exchange Rate Fixation between US, China, Japan and Eurozone”, Chee-Heong Quah, Margin: The Journal of Applied Economic Research, Vol. 11, No. 2; Pp: 99-120, April 2017.



## **LECTURES 8-9**

### **INFORMATION GATHERING IN RETAILING**

#### **OBJECTIVES:**

To enable the students know about the information flows in a retail distribution channel.

#### **CONTENTS:**

- Information flows in a retail distribution channel
  - Information and the supplier
  - Information and the Retailer
  - Information and the Consumer
- Avoiding Retail Strategies Based on inadequate Information
  - Using Intuition
  - Continuing what was done before
  - Copying a successful competitor's strategy
  - Devising a strategy after speaking to a few individuals about their perceptions
  - Automatically assuming that a successful business can easily expand
  - Not having a good read on consumer perception
- Retail Management Information Systems
  - Definition of Retail Information Systems
  - Decisions to be taken in Retail Information Systems
  - Data Base Management
  - Data Warehousing
  - Data Mining
  - Micro Marketing
  - UPC and EDI

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 16, 17, 18, 26, 32, 33

**LONG ANSWER TYPE QUESTIONS:** Q 19, 21,30, 36, 38

#### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 571, Q 3,4,5

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page No.543-569

### **REFERENCE BOOK:**

libid 4, Page No.225-249

## **LECTURE 10**

### **RETAIL FORMATS**

#### **OBJECTIVE:**

To introduce the concept of different retail formats operating in India.

#### **CONTENTS:**

- Overview of retail formats
- Importance of retail Formats
- Various Retail Formats
  - Mom-and-pop stores
  - Category killers
  - Department stores
  - Malls
  - Specialty Stores
  - Discount stores
  - Hypermarkets/ Supermarkets
  - Convenience stores
  - E-tailers
  - Vending

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q 6, 19, 20, 27, 28, 29, 34, 35

**LONG ANSWER TYPE QUESTIONS:** Q 10, 18, 20, 22, 26, 34, 37

#### **OTHER ASSIGNMENT:**

1 ibid 1, Page No. 49,Q1,2,3

## **SUGGESTED READINGS:**

### **ARTICLES:**

- 1 David Michael, Shegeki Ichii, Susumu Hattori, "How to win in Emerging Markets: Lessons from Japan" Harvard Business Review, May 2012, pp. 98.
- 2 Vinitha U, "Combating Retail Shrinkage Challenges to Retailers", Advertising Express, February 2010, pp.35.
- 3 Jha Manish, Sharma Neetu, "A study on Indian Consumers' outlook towards e-tailing", The Journal of Indian Management and Strategy, Vol 18. No.24, Apr-Jun 2013, pp. 38-43.
- 4 Mandeep Kaur & Deepak Devgan, "Customers' Attitude Towards Unorganized Apparel Retailing in India: A Study in tier I and Tier II cities", The IUP Journal of Management Research, Vol XIII, No. 2, April 2014, pp. 29-54.
- 5 Kumar. A., Pathak. P. "Synergizing Advertising Campaigns with Appeals: A Perspective through Cases". Global Business Review, Vol 17, Issue 4, June 2016, pp. 821 – 833.

## **LECTURE 11**

### **RETAIL STRATEGIC PLANNING**

#### **OBJECTIVE:**

To enable the students understand the concept of retail strategic planning.

#### **CONTENTS:**

- Definition of Retail Strategy
- Concept of Retail Strategy
  - Selecting a target market segment and retail format
  - Developing sustainable competitive advantage
- Growth Strategies
  - Market Penetration
  - Market Expansion
  - Retail Format Development
  - Diversification
    - Related and Unrelated Diversification
    - Vertical Integration
- The strategic Planning Process
- Concept of strategic Retail Planning Process
- Steps of strategic Retail Planning Process
  - Define the business Mission
  - Conduct a Situation Audit
    - Market Factors
    - Competitive Factors
    - Environmental Factors

- Identify Strategic Opportunities
- Evaluate Strategic Opportunities
- Establish Specific Objectives and allocate resources
- Develop a Retail Mix to implement Strategy
- Evaluate Performance and Make adjustments

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 6, 7, 31, 32

**LONG ANSWER TYPE QUESTION:** Q 4, 7, 24, 26

**OTHER ASSIGNMENT:**

1 ibid 1, Page No. 156 Q 3,4,5,6, 7

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 1, Page No.132-133

**REFERENCE BOOK:**

1 ibid 4, Page No.54-56

**LECTURE 12**

**RETAIL OPERATIONS MANAGEMENT**

**OBJECTIVE:**

To enable the students to explore the dimensions of operational management in retailing.

**CONTENTS:**

- Concept of Operations Management
- Managing Operations of retail Business
  - Operations Blue Print
  - Store Format, Size, and Space Allocation
  - Personnel Utilization
  - Store Maintenance, Energy Management and Renovations
  - Inventory Management
  - Store Security

- Insurance
- Credit Management
- Computerization
- Outsourcing
- Crisis Management

**OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 383, Q 1,2,3,4,5, 15
- 2 ibid 4, Page No. 374, Q 1,3,4, 28,30

**SUGGESTED READINGS:**

**TEXT BOOK:**

- 1 ibid 1, Page No.362-382

**REFERENCE BOOK:**

- 1 ibid 4, Page No.355-372

**LECTURE 13**

**UNIT II**

**RETAIL FINANCIAL STRATEGY**

**OBJECTIVE:**

To explain the financial aspects of retail management.

**CONTENTS:**

- Concept of Financial Management
- Tools used in financial dimensions
  - Profit Planning
  - Asset Management
    - The Strategic Profit Model
  - Budgeting
  - Resource Allocation
    - The Magnitude of various costs
    - Productivity

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q8, 9, 10,11, 12, 36

**LONG ANSWER TYPE QUESTIONS:** Q 1, 2, 26, 32, 34

### **OTHER ASSIGNMENT:**

1 ibid 1, Page No. 479, Q 3,4,7,8, 10

### **SUGGESTED READINGS:**

### **REFERENCE BOOK:**

1 ibid 4, Page No. 356-372

## **LECTURE 14**

### **TARGET MARKET SELECTION AND RETAIL LOCATION**

#### **OBJECTIVE:**

To explain the importance and need for a retailer to properly identify, understand, and appeal to its customers through various shopper characteristics.

#### **CONTENTS:**

- Factors to be considered in analyzing Regional and local market
  - Demographic Dimensions
  - Employment Characteristics
  - Economic Characteristics
  - Competitive Characteristics
  - Supply Characteristics
  - Regulations
  - International Market Characteristics
- Impact of shoppers on various elements
  - Demographics
  - Lifestyles
  - Needs and Desires
  - Shopping Attitude and Behavior
  - Retailer Actions
  - Environmental Factors
- Types of Locations
  - Shopping Centers

- Strip Shopping Centers
- Shopping Malls
- City or Town Locations
  - Central Business Districts
  - Re-Development Efforts in City and Town Locations
- Freestanding Sites
- Other Retail Location Opportunities
  - Mixed-use Development
  - Airports
  - Resorts
  - Hospitals
- Factors affecting the Demand for a region
  - Economies of scale versus cannibalization
  - Demographics and lifestyle characteristics
  - Business Climate
  - Competition
  - Span of management control
  - Global Location Issues
- Factors affecting the Attractiveness of a site
  - Accessibility
  - Locational advantages within a center
- Estimating demand for a new location
  - Trade Area
  - Sources of Information
  - Methods of estimating Demand

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q16, 17, 18, 19, 21, 26, 27, 28, 30,32,33

**LONG ANSWER TYPE QUESTIONS:** Q.7, 8, 9, 22, 23, 27, 32, 40

**OTHER ASSIGNMENT:**

1 ibid 1, Page 180, Q 1,2,3,4,5

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 1, Page No.158-180

## **REFERENCE BOOK:**

1 ibid 4, Page No.259-312

## **LECTURE 15**

### **STORE DESIGN AND LAYOUT**

#### **OBJECTIVE:**

To explain the importance of store design and its layout while devising a retail store to attract the customer.

#### **CONTENTS:**

- Objectives of a good store Design
  - Consistent with Image and strategy
  - Positively influence Consumer Behaviour
  - Consider costs with value
  - Flexible
- Concept of Store Layout
  - Types of Store Design
    - Grid
    - Racetrack
    - Free Form
- Display Areas
  - Feature areas
  - End caps
  - Promotional aisle
  - Freestanding fixtures
  - Point-of-sale areas
  - Walls
- Space Planning
- Prime Locations for Merchandise
  - Highly trafficked areas
  - Highly visible areas

## **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 14, 15, 22, 23,29,30, 34

**LONG ANSWER TYPE QUESTIONS:** Q 6, 7, 9,26, 35

#### **OTHER ASSIGNMENT:**

1 ibid 1, Page No. 436, Q1, 2, 3, 4



## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 2, Page No. 452-480

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 291-312

### **ARTICLES:**

1. HadiyaFeheem and G V Muralidhara, “Lenovo: Challenger to Leader”, Case Folio, The IUP Journal of Management Case Studies, Vol XIV, No. 2, June 2014, pp. 7-40.
2. Madahi. A., Sukati. A. “An Empirical Study of Malaysian Consumers’ Channel-switching Intention: Using theory of Planned Behaviour”. Global Business Review, Vol. 17, Issue 3, June 2016, pp. 489 – 523.
3. An Empirical Analysis of the Effect of a Retailers Loyalty Programme on Their Customers’ Loyalty”, Sakhhi Chhabra, Global Business Review, Vol. 18, No. 2; Pp: 445-464, April 2017.

## **LECTURE 16**

### **VISUAL MERCHANDISING AND DISPLAYS**

#### **OBJECTIVE:**

To explain the importance of visual merchandising and ‘displays’ in retail business.

#### **CONTENTS:**

- Importance of Visual Merchandising
- Merchandising Presentation Techniques
  - Idea-Oriented Presentation
  - Style Presentation
  - Color Presentation
  - Price Lining
  - Vertical Merchandising
  - Tonnage Merchandising
  - Frontage Presentation
  - Fixtures
- Atmospherics
  - Visual Communication
  - Lighting

- Color
  - Music
  - Scent
- Concept of Customer Relationship Management (CRM)
  - CRM Process
    - Collecting Customer Data
      - Customer Database
      - Identifying Information
      - Privacy and CRM Programs
    - Analyzing customer data and identifying Target Customers
      - Market Segmentation
      - Identifying Best Customers
    - Developing CRM Programs
      - Customer Retention
      - Conversion of Good Customer into high-LTV Customers
      - Getting rid of unprofitable customers
- Implementing CRM Programs

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q 13, 24, 25,26, 37,38

**LONG ANSWER TYPE QUESTIONS** Q 10, 11, 12, 32, 39

**OTHER ASSIGNMENTS:**

1 ibid 1, Page No.555, Q 1,2,3,4,5,6

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 1, Page No. 518-524

**REFERENCE BOOK:**

1 ibid 4, Page No. 407-432

**ARTICLES:**

1 Patrick Spenner and Karen freeman, “To keep Your Customers, Keep it Simple”, Harvard Business Review, May 2012, pp. 80.

- 2 Koul.S., Kumar. P., Sinha, Mishra. G. H. “Antecedents to Customer Dependency in Buyer–Seller Relationship: A BOP Retailer Investigation.”Global Business Review, Vol 17, Issue 3, Aug 2016, pp. 489 – 523.

## **LECTURES 17-18**

### **MERCHANDISING PLANNING**

#### **OBJECTIVE:**

To outline the merchandise plans for the stores and implementing innovative tools to design the merchandise. The objective is to develop a sound merchandise philosophy for the stores.

#### Concept of merchandising

- Buying organization formats and processes
  - Level of Formality
  - Degree of centralization
  - Organizational Breadth
  - Personnel Resources
  - Functions Performed
  - Staffing
- Consideration in Devising Merchandise Plans
  - Innovativeness
  - Assortment
  - Brands
  - Timing
  - Allocation
  - Forecasts
- Devising Merchandise Plans
  - Organise the buying Process by categories
    - The category
    - Category Management
    - The Category Captain
    - The Buying Organisation

## **LECTURES 17-18**

### **MERCHANDISING MANAGEMENT PROCESS**

#### **OBJECTIVE:**

To outline the merchandise plans for the stores and implementing innovative tools to design the merchandise. The objective is to develop a sound merchandise philosophy for the stores.

### Concept of merchandising

- Buying organization formats and processes
  - Level of Formality
  - Degree of centralization
  - Organizational Breadth
  - Personnel Resources
  - Functions Performed
  - Staffing
- Consideration in Devising Merchandise Plans
  - Innovativeness
  - Assortment
  - Brands
  - Timing
  - Allocation
  - Forecasts
- Devising Merchandise Plans and Assortment Plan
  - Organise the buying Process by categories
    - The category
    - Category Management
    - The Category Captain
    - The Buying Organisation

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 7, 9, 13

**LONG ANSWER TYPE QUESTIONS:** Q 2, 3, 5, 26, 30

#### **OTHER ASSIGNMENT:**

1 ibid 1, Page No.263, Q1,2,3,4

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 225-259

#### **ARTICLES:**

- 1 <http://www.kurtsalmon.com/en-us/retail/vertical-insight/827/Seven-Facets-of-Modern-Category-Management->

- 2 <http://www.category-management.ca/2014/07/category-management-retail-opportunity/>

## **REFERENCE BOOK:**

- 1 ibid 4, Page No.407-435

## **LECTURES 19-20**

### **UNIT III**

#### **MERCHANDISING BUYING**

#### **OBJECTIVE:**

To explain the manner in which retailers plan their merchandise and develop a merchandising system using different tools. Also to analyse the performance of the merchandise.

#### **CONTENTS:**

- Staple Merchandise Buying systems
- Merchandise Budget plan for Fashion Merchandise
- Open to buy system
- Allocating Merchandise to Stores
- Analyzing Merchandise Performance
  - ABC Analysis
  - Sell-Through Analysis
  - Multi attribute Method

#### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 12, 13, 21, 28, 29, 30

**LONG ANSWER TYPE QUESTIONS:** Q 2, 20, 10, 29, 32, 33

#### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 303, Q 3,4,5

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 1, Page No. 270-302

### **REFERENCE BOOK:**

1 ibid 4, Page No.439-444

### **ARTICLES:**

1. S. Pradhan, “Shoppers Stop- Building a retail brand”, Retail Management- Text & Cases, 4e, 2014, Tata McGraw Hill, pp 620-641.
2. Smith, S. A., & Agrawal, N. (2017). Optimal Markdown Pricing and Inventory Allocation for Retail Chains with Inventory Dependent Demand. *Manufacturing & Service Operations Management*, 19(2), 290-304.
3. <https://www.spscommerce.com/blog/just-in-time-jit-inventory-management-spsg/>

## **LECTURE 21**

### **MERCHANDISING PRICING**

#### **OBJECTIVE:**

To explain various pricing strategies used by the retailer and to understand the relevance of each pricing strategy.

#### **CONTENTS:**

- Pricing Strategies
  - Everyday Low Pricing
  - High/Low Pricing
- Approaches for setting Prices
  - Cost-Oriented Method
  - Demand-Oriented Method
  - Competitive-Oriented Method
- Price Adjustments
  - Markdowns
  - Coupons
  - Rebates
  - Price Bundling
  - Multiple-Unit Pricing
  - Variable Pricing
  - Pricing on the Internet
- Leader Pricing

- Price Lining
- Odd Pricing

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q 2, 26, 31

**LONG ANSWER TYPE QUESTIONS:** Q 7, 21, 22, 27, 30, 31

#### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No 303 Q1,2,3,4,5,6,7

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 280-294.

#### **REFERENCE BOOK:**

1 ibid 4, Page No.480-525

#### **ARTICLES:**

1. Yeoman, I., Wheatley, C., & McMahon-Beattie, U. (2017). Trends in retail pricing: A consumer perspective. *Journal of Revenue and Pricing Management*, 16(2), 174-200.
2. Roth, S., Himbert, L., & Zielke, S. (2017). Does unit pricing influence store price image dimensions and shopping intentions for retail stores?. *European Journal of Marketing*, 51(7/8).

#### **LECTURE 22-24**

### **RETAIL COMMUNICATION MIX AND PROMOTIONAL STRATEGY**

#### **OBJECTIVE:**

To explain the composition, importance and methods of communication program in order to build appealing brand images in retailing business.

#### **CONTENTS:**

- Concept of communication Mix
- Importance of communication in Retailing

- Methods of Communicating with customers
  - Paid Impersonal Communications
    - Advertising
    - Sales Program
    - Contests
    - Coupons
    - Store Atmosphere
    - Website
  - Paid Personal Communication
    - Personal Selling
    - E-mail
  - Unpaid Impersonal Communications
    - Publicity
  - Unpaid Personal Communication
    - Word of mouth
- Steps in Developing a retail communication Program

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWERS TYPE QUESTION: Q 20**

**LONG ANSWER TYPE QUESTION: Q 8**

**OTHER ASSIGNMENTS:**

1 ibid 2, Page No. 537, Q 2, 3,5,6, 13, 20

2 ibid 1, Page No. 515 Q1,2,3,4,5,6,7, 26

**SUGGESTED READINGS:**

**TEXT BOOKS:**

1 ibid 1, Page No. 454-528

2 ibid 2, Page No. 502-525

**REFERENCE BOOK:**

1 ibid 4, Page No. 537-562

**ARTICLES:**

1 Jindal . A., “Consumer Perception of Private Label Brands in Apparel Retail Industry”. The Journal of Indian Management and Strategy, Vol. 17, Issue 4, October-December 2012. pp. 19-25.



- 2 K. VenkateshwaraRaju& D. Prasanna Kumar, “Promotional Offer Strategies: their Effectiveness and Satisfaction Levels of Customers at Big Bazaar”, Review of Professional Management, Jan-June, 2015, Vol. 13, Issue 1, pp. 50-63.
- 3 Chanana.L., Agrawal.R., Punia.D.k. “Service Quality Parameters for Mobile Government Services in India”.Global Business Review,Vol. 17, August 2016, Issue 1, pp. 236 – 257.
- 4 <https://economictimes.indiatimes.com/industry/cons-products/fmcg/how-ashni-biyani-daughter-of-kishore-biyani-is-transforming-the-fmcg/articleshow/61896478.cms> (2017)
- 5 <http://www.floordaily.net/floorfocus/trends-in-retail-successful-retailers-communicate-culture-and-engage-with-experience-july-2017> (2017)

## **LECTURE 25-26**

### **STORE DESIGN AND LAYOUT**

#### **OBJECTIVE:**

To explain the importance of store design and its layout while devising a retail store to attract the customer.

#### **CONTENTS:**

- Objectives of a good store Design
  - Consistent with Image and strategy
  - Positively influence Consumer Behaviour
  - Consider costs with value
  - Flexible
- Concept of Store Layout
  - Types of Store Design
    - Grid
    - Racetrack
    - Free Form
- Display Areas
  - Feature areas
  - End caps
  - Promotional aisle
  - Freestanding fixtures
  - Point-of-sale areas
  - Walls
- Space Planning
- Prime Locations for Merchandise
  - Highly trafficked areas
  - Highly visible areas

## **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS: Q 14, 15, 22, 23,29,30, 35**

## **LONG ANSWER TYPE QUESTIONS: Q 6, 7, 9,26, 33**

### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 436, Q1, 2, 3, 4

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 2, Page No. 452-480

#### **REFERENCE BOOK:**

- 2 ibid 4, Page No. 291-312

#### **ARTICLES:**

- 1 HadiyaFeheem and G V Muralidhara, “Lenovo: Challenger to Leader”, Case Folio, The IUP Journal of Management Case Studies, Vol XIV, No. 2, June 2014, pp. 7-40.
- 2 Madahi. A., Sukati. A. “An Empirical Study of Malaysian Consumers’ Channel-switching Intention: Using theory of Planned Behaviour”. Global Business Review, Vol. 17, Issue 3, June 2016, pp. 489 – 523
- 3 Wu, J., & Wang, Y. (2017). Retail In-store Design and Sensory Cues.
- 4 <https://fitsmallbusiness.com/planning-your-store-layout/>
- 5 <https://marketmanage.files.wordpress.com/2012/03/vm-ch4-retail-store-design-and-layout.pdf>
- 6 <http://www.hardwareetailing.com/merchandising-strategies-that-work/>
- 7 <http://www.hardwareetailing.com/expert-perspective-retail-is-store-design/>

## **LECTURE 27**

### **VISUAL MERCHANDISING AND DISPLAYS**

#### **OBJECTIVE:**

To explain the importance of visual merchandising and ‘displays’ in retail business.

#### **CONTENTS:**

- Importance of Visual Merchandising
- Merchandising Presentation Techniques
  - Idea-Oriented Presentation
  - Style Presentation
  - Color Presentation
  - Price Lining

- Vertical Merchandising
- Tonnage Merchandising
- Frontage Presentation
- Fixtures
- Atmospherics
  - Visual Communication
  - Lighting
  - Color
  - Music
  - Scent

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS:** Q 13, 24, 25,26, 37

**LONG ANSWER TYPE QUESTIONS** Q 10, 11, 12, 33

#### **OTHER ASSIGNMENTS:**

2 ibid 1, Page No.555, Q 1,2,3,4,5,6

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 518-524

#### **REFERENCE BOOK:**

2 ibid 4, Page No. 407-432

#### **ARTICLES:**

- 1 Patrick Spenner and Karen freeman, “To keep Your Customers, Keep it Simple”, Harvard Business Review, May 2012, pp. 80.
- 2 Koul.S., Kumar. P., Sinha, Mishra. G. H. “Antecedents to Customer Dependency in Buyer– Seller Relationship: A BOP Retailer Investigation.”Global Business Review, Vol 17, Issue 3, Aug 2016, pp. 489 – 523.
- 3 Merugu, P., & Vaddadi, K. M. (2017). Visual Merchandising:(A Study on Consumer Impulsive Buying Behaviour in Greater Visakhapatnam City).
- 4 <https://retail.economictimes.indiatimes.com/re-tales/visual-merchandising-for-enhanced-retail-experience/2410>

- 5 <https://retail.economictimes.indiatimes.com/news/industry/product-is-the-key-for-bricks-and-mortar-retailers-just-as-technology-is-for-online-sellers-vinay-bhatia-at-etretail-forum/50365797>

## **LECTURES 28**

### **RETAIL HUMAN RESOURCE MANAGEMENT**

#### **OBJECTIVE:**

To study the procedures involved in setting up a retail organization and to examine the various organizational arrangements, designs and patterns designed according to retailing.

#### **CONTENTS:**

- Concept of Human Resource Management
- Objectives of Human Resource Management
- The Human Resource Triad
- Organization Patterns in Retailing
  - Arrangement used by Small Independent Retailers
  - Arrangement used by Departmental Stores
  - Arrangement used by chain Retailers
- Organizational Structure of a retail firm
  - Strategic Management
  - Merchandise Management
  - Store Management
  - Administrative Management
- Factors in Considerations of Organisational Design
  - Specialization
  - Responsibility and Authority
  - Reporting Relationships

## **UNIT IV**

### **ASSIGNMENTS FROM QUESTION BANK:**

**LONG ANSWER TYPE QUESTION:** Q 20, 26, 32

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 361, Q 1, 2, 3,4,5,6,7, 22
- 2 ibid 2, Page No. 311, Q 1, 2, 5, 9,10,11, 26

## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1, Page No. 324-366
- 2 ibid 2, Page No. 281-311

### **ARTICLES:**

- 1 S. Pradhan, “McDonald’s: Made for India”, Retail Management- Text & Cases, 4e, 2014, Tata McGraw Hill, pp. 591-606
- 2 Happy Paul &GargPooja, “Organizational Commitment of Frontline Sales Professionals in India: Role of Resilience”, International Journal of Business Insights and Transformation, April-September, 2014, Vol. 7, Issue 2, pp. 12-18.
- 3 Krishna A., Dangayach. G.S., Sharma. S. “Service Recovery Paradox: The Success Parameters”, Global Business Review, Vol. 17, June 2016, Issue 1, pp. 136 – 146.
- 4 Delcourt, C., Delcourt, C., Gremler, D. D., Gremler, D. D., De Zanet, F., De Zanet, F., ... & van Riel, A. C. (2017). An analysis of the interaction effect between employee technical and emotional competencies in emotionally charged service encounters. *Journal of Service Management*, 28(1), 85-106.
- 5 Du Preez, R., Bendixen, M., & Abratt, R. (2017). The behavioral consequences of internal brand management among frontline employees. *Journal of Product & Brand Management*, 26(3).

## **LECTURES 29**

### **LEGAL AND ETHICAL ISSUES IN RETAILING**

#### **OBJECTIVE:**

To have an insight on the concept of various ethical and legal issues involved in a retail business and to understand the importance of these issues.

#### **CONTENTS:**

- Concept of legal and ethical issues
- Various issues in Buying Merchandise
  - Contract disputes
  - Chargebacks
  - Commercial Bribery
  - Slotting Allowances
  - Buybacks
  - Counterfeit Merchandise
  - Gray-Market and Diverted Merchandise
  - Exclusive Territories
  - Tying Contracts

- Refusal To Deal
- Various issues in Compensation
  - Fair Labor Standard Act,1938
  - Equal Pay Act
- Issues in Hiring Store Employees
- Various issues in Pricing
  - Price Discrimination
  - Predatory Pricing
  - Vertical Price Fixing
  - Horizontal Price Fixing
  - Comparative Price Advertising
  - Bait- and –Switch Tactics
  - Scanned versus Posted Prices

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS: Q 10, 24, 31**

**LONG ANSWER TYPE QUESTION: Q 22, 28**

#### **OTHER ASSIGNMENT:**

1 ibid 1, Page No263, Q 1, 2, 3, 8, 9

#### **SUGGESTED READING:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 379-397

#### **ARTICLES:**

1. <https://www.rsmuk.com/ideas-and-insights/eight-big-issues-for-retailers-in-2017>
2. <https://www.thebalance.com/worlds-most-ethical-retail-chains-2892344>
3. <https://www.pwc.co.za/en/industries/retail-and-consumer.html>
4. <http://www.retailresearch.org/retailethics.php>

### **LECTURE 30**

#### **ONLINE RETAILING AND INTERNATIONAL RETAILING**

#### **OBJECTIVE:**

To study the importance of online retailing and international retailing.

## **CONTENTS:**

- Online retailing
  - Concept of online retailing
  - Evolution of online retailing
  - Importance of online retailing
  - Major players in online retailing
- International retaining
  - Concept of online retailing
  - Evolution of online retailing
  - Importance of online retailing

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS:** Q 12, 15, 18, 22, 34

**LONG ANSWER TYPE QUESTIONS:** Q 12, 18, 24, 25, 29, 31

### **OTHER ASSIGNMENT:**

1 ibid 2, Page No. 74, Q 6, 7

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 103-137

#### **ARTICLES:**

- 1 S. Pradhan, “Wal-Mart: Smiling around the world”, Retail Management- Text & Cases, 4e, 2014, Tata McGraw Hill, pp 683-700.
- 2 ShubhamGoswami, “A Study on the Online Branding Strategies of Indian Fashion Retail Stores”, The IUP Journal Of Brand Management, March 2015, Vol. XII, No. 1, pp. 45-59.
- 3 B. Rituparna, Sondhi.N. “An Empirical Analysis of Purchase Behaviour for Football Ancillaries: An Emerging Market Perspective”. Global Business Review, June 2016, Vol. 17, Issue 1, pp 879-890.
- 4 <https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/e-tailers-click-b-towns-for-sales-push/61909462> (2017)
- 5 <https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/paytm-eyes-top-spot-in-e-commerce-business-in-3-5-years-to-infuse-2-5billion/61909350> (2017)
- 6 <https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/future-group-to-transform-retail-management-services-with-intellect-commerces-retail-suite/61858685> (2017)

- 7 <https://retail.economictimes.indiatimes.com/news/e-commerce/e-tailing/retail-group-those-using-both-online-stores-spending-more/61847097> (2017)



# **LECTURE PLAN**

## **ADVERTISING AND BRAND MANAGEMENT**

**MS-214**

**COURSE OUTLINE**  
**MBA-IV SEMESTER**  
**ADVERTISING AND BRAND MANAGEMENT - MS 214**

**L - 3 Credits - 03**

**OBJECTIVES:**

The objective of this course is to provide an understanding of the basic principles of advertising management and to develop an understanding of the brand concept and the operational aspects of managing a brand.

**INTERNAL ASSESSMENT AND ASSIGNMENT FROM QUESTION BANK: 25 marks**

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

**COURSE CONTENTS:**

**UNIT I**

- Role Of Integrated Marketing Communication in the Marketing in the marketing Programme
- Process of Marketing Communication
- Definition and Scope of Advertising Management
- Determination of Target Audience
- Advertising and Consumer Behaviour
- Setting Advertising Objectives
- DAGMAR Approach
- Determining Advertising Budgets
- Advertising Planning and Strategy
- Creative Strategy Development and Implementation

**UNIT II**

- Media Planning-Setting Media Objectives
- Developing Media Strategies
- Evaluation of Different Media and Media Selection
- Media Buying
- Measuring Advertising Effectiveness
- The organization for Advertising
- Social, Ethical and Legal Aspect of Advertising
- 

**UNIT III**

- Brand Concept: Nature and Importance of Brand
- Brand Vs Generics, Brand Life Cycle

- Brand Name and Brand Management
- Brand Identity: Conceiving, Planning and Executing (Aaker Model)
- Brand Loyalty-Measures of Loyalty
- Brand Equity: Concepts, Measures of Brand Equity-Cost, Price and Consumer Based Methods, Sustaining Brand Equity
- Brand Personality: Definition, Measures, Formulation and Brand Image Vs Brand Personality

## UNIT IV

- Brand Positioning: Concepts and Definitions, Repositioning
- Celebrity Endorsement
- Brand Extension,
- Differential Advantage: Strategies for Competitive Advantage
- Brand Pyramid
- Branding in Different Sectors
- Role of Information in Brand Management
- Role of e-communities in Brand Management

## STUDY MATERIAL FOR THE SUBJECT

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

The objective is to familiarize the students with the role of advertising and brand management in the promotion of a product and service.

### ➤ MAIN TEXT BOOK

1. **Author's Name(s):** George E. Belch & Michael A. Belch  
**Title:** Advertising and Promotion-An Integrated Marketing Communication  
**Edition:** IX **Year:** 2013  
**Publisher:** Tata McGraw Hill Publishing Company Limited (ibid 1)
2. **Author's Name(s):** Kevin Lane Keller  
**Title:** Strategic Brand Management- Building, Measuring and Managing Equity  
**Edition:** IV, **Year:** 2015  
**Publisher:** Pearson Education

### ➤ REFERENCES BOOKS

1. **Author's Name(s):** Rajeev Batra., John G. Myers, David A. Aaker  
**Title:** Advertising Management  
**Edition:** V **Year:** 2009(Fifth Impression)

**Publisher:**Pearson Education (ibid 3)

2. **Author's Name(s) :**C.B. Gupta  
**Title:** Advertising and Personal Selling  
**Edition:** V, **Year:** 2011  
**Publisher:** Sultan Chand & Sons (ibid 4)
3. **Author's Name(s):**Kruti Shah & Alan D'Souza  
**Title:** Advertising & Promotions –An IMC perspective  
**Edition:** VII **Year:** 2010  
**Publisher:**Tata McGraw Hill Publishing Company Limited (ibid 5)

#### 4. **PERIODICALS**

1. Vikalpa
2. Advertising Express
3. ICFAI Journal of Marketing Management
4. Marketing Mastermind
5. IUP Journal of Brand Management
6. Indore Management Journal.
7. IUP Journal of Brand Management
8. [www.journalofadvertisingresearch.com](http://www.journalofadvertisingresearch.com)
9. International Journal of Advertising and Marketing

## LECTURE 1-2

### UNIT I

#### ROLE OF INTEGRATED MARKETING COMMUNICATION IN THE MARKETING PROGRAMME

##### OBJECTIVE:

To gain familiarity with the various tools of promotion and their impact on the organizational performance.

##### CONTENT:

- Role of advertising within the marketing program
- Role of advertising within the communication mix
- Direct or database marketing
- Sales Promotion
  - Consumer Promotions
    - Coupons
    - Sampling
    - Price packs
    - Premiums and gifts
    - Sweepstakes
    - Subsidized financing
  - Trade Promotions
    - Off-Invoice or Buying allowances
    - Count-recount allowances
    - Billback allowances
    - Display allowances
    - In-ad grocer coupon
    - Slotting or facing allowances
    - Trade inventory financing or delayed billing
    - Sweepstakes, Contests and Spiffs
- Other action oriented communications
  - Retail advertising
  - Cooperative advertising
  - Reminder, point-of-purchase and specialty advertising
  - In-store advertising and merchandising
  - Industrial marketing: sales leads
- Public Relations
- Integrating the different elements
  - Definition
  - Reasons for growth of IMC
  - Impact of IMC on advertising practice
  - IMC strategies and tactics

- Organizing for IMC

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**MULTIPLE CHOICE QUESTIONS:** Q1-Q12

**SHORT ANSWER TYPE QUESTIONS:** Q11,12,13,14

**LONG ANSWER TYPE QUESTIONS:** Q1,2,4,5,6,7,8, 33, 34

### **OTHER ASSIGNMENTS:**

1 ibid 4, Page No., Q 20, 21

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1. ibid 1, Page No. 11-30

#### **REFERENCE BOOKS:**

1. ibid 4, Page No. 1.4 -1.32
2. ibid 3, Page No. 85-118
3. ibid 5, Page No. 7-12

#### **ARTICLES:**

1. Chernev, Alexander, Ryan Hamilton, and David Gal, "Competing for Consumer Identity: Limits to Self-Expression and the Perils of Lifestyle Branding," *Journal of Marketing*, Vol. 75, May 2011, pp. 66-82.
2. Cleeren, Kathleen, Harald J. van Heerde, and Marnik G. Dekimpe, "Rising from the Ashes: How Brands and Categories Can Overcome Product-Harm Crises," *Journal of Marketing*, Vol. 77, March 2013, pp. 58-77.
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## **LECTURE 3**

### **PROCESS OF MARKETING COMMUNICATION**

**OBJECTIVE:**

To understand the process of communication and its impact on consumers.

**CONTENT:**

- Advertising communication system
  - Source
  - Message
  - Channel
  - Receiver
  - Destination
- Advertising Exposure Model

**ASSIGNMENTS FROM QUESTION BANK:****UNIT I**

**MULTIPLE CHOICE QUESTIONS: Q13-Q20**

**SHORT ANSWER TYPE QUESTION: Q 2**

**LONG ANSWER TYPE QUESTION: Q 3**

**SUGGESTED READINGS:****TEXT BOOK:**

1. ibid 1, Page No. 33-39

**REFERENCE BOOKS:**

1. ibid 3, Page No. 59-62
2. ibid 5, Page No. 183-212

**ARTICLES:**

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3. Arijit Maity, "A Comparative Study of Branding Strategies Harnessed by Indian Cement Manufacturers", *The IUP Journal of Brand Management*, Vol. 14, No. 2, June 2017, pp. 64-69

## **LECTURE 4**

### **DEFINITION AND SCOPE OF ADVERTISING MANAGEMENT**

#### **OBJECTIVE:**

To comprehend the trends, process, pitfalls and types of advertising.

#### **CONTENT:**

- Advertising
  - Definition
- Objectives
  - Inform
  - Persuade
  - Remind
  - Reinforce
- Purpose of advertising
  - Brand-building
  - Direct response
  - National advertising
  - Retail advertising
  - Public service advertising
  - Corporate advertising
  - Advocacy advertising
  - Primary-demand advertising
  - Selective demand advertising
  - Business to business advertising
  - Trade advertising

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS:** Q1,3,5,6, 18

**LONG ANSWER TYPE QUESTIONS:** Q 9,10,11,34,35

#### **SUGGESTED READINGS:**

1. ibid 1, Page No. 77-79

#### **REFERENCE BOOKS:**

1. ibid 4, Page No. 1.7-1.9



2. ibid 5, Page No.241-254

## **LECTURE 5**

### **DETERMINATION OF TARGET AUDIENCE**

#### **OBJECTIVE:**

To understand the factors affecting the determination of target audience and study the process.

#### **CONTENT:**

- Identifying target segments
  - Usage patterns and commitment
  - Demographic segmentation
  - Geographic segmentation
  - Psychographics and lifestyle segmentation
  - Benefit segmentation
  - Segmenting business-to-business markets
  
- Prioritizing target segments
  - Competitive field
  - Market niche

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**SHORT ANSWER TYPE QUESTION: Q 7**

**LONG ANSWER TYPE QUESTIONS: Q 12,13,27,28,36,37**

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1. ibid 1, Page No. 31-33

#### **REFERENCE BOOKS:**

1. ibid 4, Page No.1.24-1.25

2. ibid 3, Page No. 188-204

3. ibid 5, Page No. 70-94

## **LECTURE 6**

### **ADVERTISING AND CONSUMER BEHAVIOUR**

#### **OBJECTIVE:**

To understand the impact of advertising on consumer and his buying behavior.

#### **CONTENT:**

- Factors influencing buyer behaviour
  - Cultural factors
  - Social factors
  - Personal factors
  - Psychological factors
- Buying decision process
  - Problem recognition
  - Information search
  - Evaluation of alternatives
  - Purchase decision
  - Post-purchase decision.
- Alternative buying decision process

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT I**

**SHORT ANSWER TYPE QUESTION: Q8**

**LONG ANSWER TYPE QUESTIONS: Q23, 29**

#### **SUGGESTED READINGS:**

##### **TEXT BOOK:**

1. ibid 1, Page No. 132-168

##### **REFERENCE BOOKS:**

1. ibid 3, Page No.126-135
2. ibid 5, Page No. 125-173

## **LECTURE 7-8**

### **SETTING OF ADVERTISING OBJECTIVES, DAGMAR**

#### **OBJECTIVES:**

To understand the procedure for setting the objectives meeting challenges and identifying the limitations of DAGMAR approach

#### **CONTENT:**

- Function of objectives
  - Sales as an objective
  - Operational objective
- Behavioral dynamics
  - New customers from other
  - New customers from other
  - Increasing share of requirements
  - Increasing brand loyalty, reducing attrition and price elasticity
  - Increasing usage
  - Behavioral or action variables
- DAGMAR
  - A communication task
  - A specific task
    - Measurement procedure
    - Benchmark
    - Target audience
    - Time period
    - Written goals
  - DAGMAR checklist
  - Challenges to the DAGMAR approach
    - Sales goal
    - Practicability
    - Measurement problems
    - Noise in the system
    - Inhibiting the great idea
    - Hierarchy model of communication effect

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**LONG ANSWER TYPE QUESTIONS: Q14,15,24,25,38**

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1. ibid 1, Page No. 265-278

### **REFERENCE BOOKS:**

1. ibid 4, Page No. 1.31-1.32
2. ibid 3, Page No. 144-158
3. ibid 5, Page No. 829-851

## **UNIT II**

### **LECTURE 9**

#### **DETERMINING ADVERTISING BUDGETS**

##### **OBJECTIVES:**

To comprehend the various factors affecting the budget setting and the methods of advertising appropriations.

##### **CONTENT:**

- Budgeting
- Definition
- Theoretical approaches to budget setting
  - Marginal analysis
  - Sales response models
- Factors influencing budget setting
  - Product
  - Competition
  - Market Share
  - Market situation
  - Distribution system
  - Sales decay rate Unexploited sales potential
- Methods to determine budgets
  - Affordable or All-you-can afford Percentage of sales
  - Share of market /Share of voice
  - Response models
  - Objective and task

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q4,9

**LONG ANSWER TYPE QUESTIONS:** Q16,17,18,26

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1. ibid 1, Page No. 282-303

#### **REFERENCE BOOKS:**

- 1 ibid 4, Page No.1.25-1.29
- 2 ibid 3, Page No. 562-573
- 3 ibid 5, Page No. 829-854

## **LECTURE 10**

### **ADVERTISING PLANNING AND STRATEGY**

#### **OBJECTIVES:**

To understand the various objectives, importance and process of advertising planning.

#### **CONTENT:**

- Advertising Plan
- Importance of advertising plan
- Advertising planning
- Introduction
- Situation Analysis
  - Historical context
  - Industry analysis
  - Market analysis
  - Competitor
- Objectives
  - Quantitative benchmarks
  - Measurement methods
  - Criteria for success
  - Time frame
- Budgeting Methods
  - Methods
  - Amount
  - Justification

- Strategy
- Execution
  - Copy strategy
  - Media Plan
  - Integrated marketing communications
- Evaluation
  - Criteria
  - Methods
  - Consequences and contingencies

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER TYPE QUESTIONS: Q15,16,17**

**LONG ANSWER TYPE QUESTIONS: Q30,32**

### **SUGGESTED READINGS:**

1. ibid 1, Page No. 33-39

### **REFERENCE BOOK:**

1. ibid 4, Page No. 1.20-1.39
2. ibid 5, Page No. 799-820

## **LECTURE 11**

### **CREATIVE STRATEGY DEVELOPMENT AND IMPLEMENTATION**

#### **OBJECTIVES:**

To understand the creative strategy, its development, implementation and evaluation.

#### **CONTENT:**

- Advertising Campaigns
- Copy platform
- Major Selling Idea
  - Using a unique selling idea
  - Creating a brand image
  - Finding the inherent drama
  - Positioning
- Advertising appeals
  - Informational/rational appeals

- Emotional appeals
- Combining rational and emotional appeals
- Advertising Execution
  - Straight sell or factual message
  - Scientific/technical evidence
  - Demonstration
  - Comparison
  - Testimonial
  - Slice of life
  - Animation
  - Personality symbol
  - Fantasy
  - Dramatization
  - Humor
  - Combinations
- Evaluation of creative output.

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER TYPE QUESTION: Q16**

**LONG ANSWER TYPE QUESTIONS: Q19,20,21,22, 37**

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1. ibid 1, Page No.315-398

#### **REFERENCE BOOKS:**

1. ibid 5, Page No. 285-339

#### **ARTICLES:**

1. Stahl, Florian, Mark Heitman, Donald R. Lehmann, and Scott A. Neslin, "The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin," *Journal of Marketing*, 76<sup>th</sup> issue, (July 2012), pp. 44-63.
2. Torelli, Carlos J, AyşegülÖzsomer, Sergio W. Carvalho, Hean Tat Keh, and Natalia Maehle, "Cortissoz, Ann (2004), "Brand Concepts as Representations of Human Values: Do Cultural Congruity and Compatibility Between Values Matter?" *Journal of Marketing*, 76 (July 2012), pp. 92-108.

## LECTURE 12-16

### MEDIA PLANNING: SETTING MEDIA OBJECTIVES, DEVELOPING MEDIA STRATEGIES, EVALUATION OF DIFFERENT MEDIA

#### OBJECTIVES:

To understand the concept of media planning, its importance , the factors affecting and process of designing a media plan .

#### CONTENT:

- Setting media Objectives
  - Media Plan
    - Concept of media plan
    - Problems in media planning
      - ✓ Insufficient information
      - ✓ Inconsistent terminologies
      - ✓ Time Pressure
      - ✓ Difficulty measuring effectiveness
  - Developing media plan
    - Market Analysis and Target market identification
      - ✓ To whom shall we advertise
      - ✓ What internal and external factors are operating
      - ✓ Where to promote
    - Establishing media objectives
    - Developing and implementing media strategies
      - ✓ Media mix
      - ✓ Target market coverage
      - ✓ Scheduling
      - ✓ Reach Vs Frequency
      - ✓ What frequency level is needed
      - ✓ Establishing reach and frequency objectives
      - ✓ Determining effective reach
      - ✓ Creative aspects and mood
      - ✓ Flexibility
      - ✓ Budget considerations
    - Evaluation and follow-up
  - Classification of media
    - Print Media
      - ✓ News paper- Advantages and Disadvantages
      - ✓ Magazine and Journal- Advantages and Disadvantages
      - ✓ When to use print media
    - Electronic Media
      - ✓ Radio advertising-Advantages and Disadvantages
      - ✓ Television- Advantages and Disadvantages



- ✓ Cinema ( Film advertising)- Advantages and Disadvantages
  - Direct Mail
    - ✓ Merits and Demerits
  - Outdoor and Vehicular Media
    - ✓ Merits and Demerits
  - Miscellaneous Media
    - ✓ Internet-merits and demerits
    - ✓ Specialty or Novelty advertising
    - ✓ Point- of purchase advertising
    - ✓ Window display
    - ✓ Yellow Pages advertising
    - ✓ Product placement
- Non-financial

### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

### **MULTIPLE CHOICE QUESTIONS: Q1-Q10**

### **SHORT ANSWER TYPE QUESTIONS: Q1,2,3,7**

### **LONG ANSWER TYPE QUESTIONS: Q1,2,3,4,5,6, 32**

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

1. ibid 1, Page No. 418-475

### **REFERENCE BOOKS:**

- 1 ibid4, Page No. 2.20-2.32
- 2 ibid 3, Page No. 600-622
- 3 ibid 5, Page No. 796-820

### **LECTURE 17-18**

### **MEDIA SELECTION AND MEDIA BUYING**

### **OBJECTIVES:**

To know the various factors influencing the choice of media and the activities undertaken by media buying agencies

## **CONTENT:**

- Factors influencing choice of media
  - Nature of the product
  - Nature and size of the market
  - Objectives of advertising
  - Type of audience
  - Type of message
  - Circulation of media
  - Cost of media
  - Media used by competitors
  - Advertising budget
  - Distribution system
- Media buying
  - Providing Inside information to media planner
  - Media vehicle selection
  - Negotiating media prices
  - Monitoring vehicle performance
  - Post campaign analysis

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**MULTIPLE CHOICE QUESTIONS: Q11-Q14**

**SHORT ANSWER TYPE QUESTIONS: Q5,6**

**LONG ANSWER TYPE QUESTIONS: Q7,9**

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 502-548

#### **REFERENCE BOOKS:**

1 ibid4, Page No.2.18-2.20

2 ibid 3, Page No. 623-624

3 ibid 5, Page No. 816-818, 856-902

## LECTURE 19-20

### MEASURING ADVERTISING EFFECTIVENESS

#### OBJECTIVES:

To study the various methods used by advertisers to measure the effectiveness of advertising.

#### CONTENT:

- Objectives and need for measuring advertising effectiveness
  - Huge expenditure
  - Return on investment
  - Valuable Feedback
  - Strategic Advantage
  - Control
  - Higher Morale
- Time of Measuring Advertising Effectiveness
  - Pre-testing
    - Concept testing
      - ✓ Comprehension and Reaction tests
      - ✓ Consumer Juries
    - Copy testing
  - Midway or Concurrent testing
  - Post testing
- Testing the Advertising copy
  - Why test the copy
  - When to test
  - What criteria to use
    - Recognition
    - Recall
    - Persuasion
    - Purchase Behavior
    - Measuring to increase in brand loyalty and in consumption frequency
- Subject matter of measurement
  - Measuring communication effects
  - Measuring sales effects
- Methods and techniques of measuring advertising effectiveness
  - Pre-testing techniques
    - Consumer Jury test
    - Storyboard test
    - Laboratory test
    - Field tests
    - Depth interviews
    - Techistoscope

- Psycho galvanometer
- Attitude test
- Eye Camera
- Pupil dilation
- Post-testing techniques
  - Memory tests
    - ✓ Recognition test
    - ✓ Recall test
  - Persuasion test
  - Attitude test
  - Inquiry test
  - Sales test
  - Sales results test
  - Communication test
  - Physiological test
  - Frame-by-frame test
  - In-market test
  - Trial campaigns
  - Testing by coupons
  - Split run test

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT II**

**MULTIPLE CHOICE QUESTIONS: Q15-Q20**

**SHORT ANSWER TYPE QUESTIONS: Q11,12,13**

**LONG ANSWER TYPE QUESTIONS: Q 10,11,12,13,22,23,24,35**

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid1, Page No. 750-798

**REFERENCE BOOKS:**

1 ibid 4, Page No.4.2-4.16

2 ibid 3, Page No. 476-794

3 ibid 5, Page No. 856-902

## LECTURE 21-22

### ORGANISATION FOR ADVERTISING

#### OBJECTIVES:

To understand the structure, types, functions, role and the payment procedures adopted by the advertising agencies.

#### CONTENT:

- Meaning of advertising
- Functions of an advertising agency
  - Contacting clients
  - Getting brief
  - Conducting research
  - Preparing advertising plan
  - Producing the copy
  - Buying space and time
  - Providing advice
- Types of advertising agency
  - In-house agency
    - Reasons for using and In-house agency
      - ✓ Savings
      - ✓ Specialization
      - ✓ Priority service
      - ✓ Minimum staffing
  - General agency
    - Full service agency
    - Specialization agency
  - Industrial advertising agency
  - Virtual agency
- Organization Structure of an advertising agency
  - Account Management group
  - Creative department
  - Production department
  - Media department
  - Marketing department
  - Research department
  - Administrative department
  - Traffic department
- Advantages of an advertising agency
  - Expertise
  - Independence
  - Contacts

- Time saving
- Certainty
- Efficiency
- Services
- Selection of an advertising agency
  - Size and competence of staff
  - Compatibility
  - Roster of present accounts
  - General reputation
  - Facilities and services
  - Financial soundness
  - Stability
  - Requirements
  - Creativity
  - Cost
- Compensating advertising agency
  - Commission system
  - Fee system

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS:** Q9,14,15, 16,17

**LONG ANSWER TYPE QUESTIONS:** Q14,15,25,26,32

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 357-399

#### **REFERENCE BOOKS:**

1 ibid 3, Page No. 529-535

#### **LECTURE 23-24**

#### **SOCIAL, ETHICAL AND LEGAL ASPECTS OF ADVERTISING**

#### **OBJECTIVES:**

To study the social, ethical and legal implication of advertising and to identify the the role of regulatory bodies in monitoring advertising.

## CONTENTS:

- Deceptive advertising
  - Deception may be on account of the following factors:
    - Misrepresentation
    - Omission
    - Fraudulent representation
    - Cluttering
    - Manipulation
    - Unidentified advertising
    - Unique benefit
    - Endorsement
    - Puffery
- Remedies against deceptive advertising
  - Content decree
  - Cease and desist orders
  - Restitution
  - Affirmative disclosure
  - Corrective advertising
  - Competitor law suits
  - Self-regulation
- Ethical effects of advertising
  - Advertising manipulates
  - Advertising in bad taste
  - Advertising is intrusive
  - Advertising affects values and lifestyles
    - Materialism
    - Stereotypes
    - Promotion of harmful products
    - Health claims
    - Competition
  - Other ethical issues
    - Puffery
    - Tastes
    - Advertising to children
    - Controversial products
    - Subliminal advertising
    - Comparative advertising
    - Endorsements
    - Demonstrations
- Need for ethics in advertising
  - To maintain public confidence in advertising
  - To avoid government regulations
  - To regain social power
  - To boost public image

- Ethical test of advertising
  - Social impact
  - Effects on desire
  - Effects on beliefs
- Regulation and control of advertising
  - Self control
    - Main objects of code of conduct
      - ✓ Honesty and truthfulness
      - ✓ Non-offensiveness
      - ✓ Safety and acceptability
      - ✓ Fairness
    - Code of advertising practice of the ASCI
    - Advertising agencies of India code of standards: Rules of advertising ethics
    - Code for commercial advertising on Doordarshan
  - Control by consumers
  - Control by government

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER TYPE QUESTIONS: Q4,8,10**

**LONG ANSWER TYPE QUESTIONS: Q16,17,18,19,20,27,28,29,33**

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No. 910-933

#### **REFERENCE BOOKS:**

1 ibid4, Page No. 6.2-6.18

2 ibid 3, Page No. 656-676

3 ibid 5, Page No. 908-947

#### **ARTICLES:**

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2. Chan, Cindy, Jonah Berger, and Leaf Van Boven, "Identifiable but Not Identical: Combining Social Identity and Uniqueness Motives in Choice," *Journal of Consumer Research*, 2012, Vol. 39, Part 3, pp. 561–73.



3. Nicola Kemp Daniel Allen, “Watch marketing and adland's top names urge industry to fix diversity issue”, Jul 18, 2017, <http://www.campaignindia.in/video/watch-marketing-and-adlands-top-names-urge-industry-to-fix-diversity-issue/438169>

## **LECTURE 25**

### **UNIT III**

#### **BRAND MANAGEMENT**

##### **BRAND –CONCEPT, NATURE AND IMPORTANCE OF BRAND**

###### **OBJECTIVES:**

To understand the concept, role, nature, function of an brand. To also identify the criticisms against brands.

###### **CONTENT:**

- Brand
  - Definition
  - Scope
  - Trends supporting growth of brands
  - Difference between brand and product
  - Strategic functions of brands
    - A sign of ownership
    - A tool for differentiation
    - Sign of functional capability
    - A symbolic device
    - A short hand device
    - A reducer of risk
    - A legal tool
    - A strategic device
  - Criticisms against brand
    - Brands are used to over charge customer for unsubstantiated benefits
    - Brands incur wasteful advertising expenditure resulting in price escalations
    - Brands propagate materialistic culture

###### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q1,11,12, 20 (i)

**LONG ANSWER TYPE QUESTIONS:** Q1,19,28,34

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 2, Page No. 2-7

**LECTURE 26**

**BRAND Vs GENERICS, BRAND LIFE CYCLE**

**OBJECTIVES:**

To study the brand life cycle and the difference between branded and unbranded products

**CONTENT:**

- Brand Vs Unbranded products
- Advantages of branding
- Advantages of commoditization
- Brand life Cycle
  - Stages
  - Promotion activities
  - Difference between PLC and BLC

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT III**

**SHORT ANSWER TYPE QUESTION: Q20**

**LONG ANSWER TYPE QUESTIONS: Q14,16**

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 2, Page No. 24-27

**LECTURE 27**

**BRAND NAME AND BRAND MANAGEMENT**

**OBJECTIVES:**

To understand the sources, stages and types of brand and the activities undertaken by organizations to identify the brand names.

## **CONTENT:**

- Brand name
  - Definition
  - Source for developing brand names
    - Personal name
    - Initials
    - Neologism
    - Mythological names
    - Geographical names
    - Names adapted from dictionary words
    - Hybrid names
    - Combination of words and numbers
- Stages in brand name development
  - Setting brand objectives
  - Selecting brand strategy
  - Establishing brand name criteria
  - Generating alternative names
  - Screening brand names
  - Selecting the final brand name
- Types off branding
  - Family blanket branding
  - Individual branding
  - Separate family name for each product line
  - Hybrid branding
  - Co-branding
  - Multi branding
  - Local/national brand
  - Global brand

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS: Q5,6,7,14**

**LONG ANSWER TYPE QUESTIONS: Q14,16,18,21**

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1 ibid 2, Page No.28-35

## **REFERENCE BOOKS:**

1. ibid4, Page No. 6.2-6.18
2. ibid 3, Page No. 656-676

## **ARTICLES:**

1. Dawar, Niraj and Madan Pillutla, "Impact of Product-Harm Crises on Brand Equity: The Moderating Role of Consumer Expectations," *Journal of Marketing Research*, 2000, Vol. 37, Part 2, pp. 215–226.
2. De Bruyn, Arnaud and Gary L. Lilien, "A Multi-Stage Model of Word-of Mouth Influence through Viral Marketing," *International Journal of Research in Marketing*, 2008, Vol. 25, pp. 151–163.
3. Jijo Goerge & S. Victor Anand Kumar, "The Case of Chinese Brands", *The IUP Journal of Brand strategy*, Vol. 14, No. 3, September 2017, pp. 41-57

## **LECTURE 28-29**

### **BRAND IDENTITY: CONCEIVING, PLANNING AND EXECUTING (AAKER MODEL)**

#### **OBJECTIVES:**

Understand how brand identity is conceived, planned and executed through the Aaker model.

#### **CONTENT:**

- Definition of brand Identity
- Signifiers of brand identity
  - Product
  - Packaging
  - Brand name
  - Symbols and logos
  - Brand endorser
  - Country of origin
  - Advertising
- Brand Identity Vs Brand Image
- Brand Identity Vs Brand Positioning
- Brand Identity Models
  - Prism Model
    - Physique
    - Personality
    - Culture
    - Reflection
    - Relationship
    - Self-image

- Total brand identity model
- Brand identity system
  - Brand as a product
  - Brand as an organization
  - Brand as person
  - Brand as symbol

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT III**

**MULTIPLE CHOICE QUESTIONS: Q1-5**

**SHORT ANSWER TYPE QUESTIONS: Q9,16,17, 20(ii)**

**LONG ANSWER TYPE QUESTIONS: Q2,22,23,25, 36**

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 2, Page No.117-145

**LECTURE 30**

**UNIT III**

**BRAND LOYALTY-MEASURES OF LOYALTY**

**OBJECTIVES:**

To acquaint with the concept of brand loyalty, its implications and the different employed to measure loyalty

**CONTENT:**

- Meaning of brand loyalty
- Hierarchy of brand loyalty
- Strategic advantages of brand loyalty
  - Decrease marketing expenditure
  - Acts as entry barrier for competition
  - Provides leverage while dealing with retailers
  - Generates positive word-of-mouth
  - Enhances the ability to add line and brand extensions
- Building brand loyalty
  - Keep the brand relevant for its loyal consumers

- Allow customer participation in brand strategies
- Focus on providing a complete brand experience
- Creating a truly differentiated brand
- Providing real value to the customer

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**LONG ANSWER TYPE QUESTIONS:** Q5,12,22,26

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 555-556

### **LECTURE 31-32**

## **BRAND EQUITY: CONCEPTS, MEASURES OF BRAND EQUITY-COST, PRICE AND CONSUMER BASED METHODS, SUSTAINING BRAND EQUITY**

### **OBJECTIVES:**

To comprehend the concept and measures of brand equity and also understand the ways to sustain it.

### **CONTENT:**

- Brand equity- Introduction
- Different perspectives on brand equity
- Concept of brand equity models
  - Assets and Liabilities Model
    - Brand loyalty
    - Brand awareness
    - Perceived quality
    - Brand association
    - Other proprietary brand assets
  - Brand Asset Valuator Model
    - Differentiation Relevance
    - Esteem
    - Knowledge
  - Brand Equity Index Model
    - Loyalty
    - Image
    - Value

- Reasons why companies pay premium to acquire brands
- Methods of brand Valuation
  - Cost-Based Methods
    - Valuation based on historic costs
    - Valuation based on replacement costs
  - Market Based Method
  - Potential earnings or Income based methods
  - Customer-based brand equity
- Sustaining brand equity

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTIONS:** Q8,10,18,19, 21

**LONG ANSWER TYPE QUESTIONS:** Q3,4,11,13,15,17,18,23,30,31

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 241-271,277-300

#### **ARTICLES:**

- 1.Susarla, Anjana, Jeong-Ha Oh, and Yong Tan, “Social Networks and the Diffusion of User-Generated Content: Evidence from YouTube,” Information Systems Research, 2012, Vol. 23, pp. 23–41.
2. Teixeira, Thales, Michel Wedel, and RiekPieters, “Emotion-Induced Engagement in Internet Video Advertisements,” Journal of Marketing Research, 2012. Vol. 49, pp. 144–159.
- 3 Leonie Roderick ,”How brands are switching up their approach to magazine advertising Brands are finding new ways” 23 Aug 2017, <https://www.marketingweek.com/2017/08/23/brands-magazine-advertising-change>.

## **LECTURE 33**

### **BRAND PERSONALITY: DEFINITION, MEASURES, FORMULATION AND BRAND IMAGE VS BRAND PERSONALITY**

#### **OBJECTIVES:**

To understand the brand personality, its measures and the difference between image and personality.

## **CONTENT:**

- Brand personality- Introduction
- Importance of brand personality
- Building brand personality
- Measurement of brand personality
  - Big Five Model
    - Sincerity
    - Excitement
    - Competence
    - Sophistication
    - Ruggedness
  - Experiential Methods
- Brand image Vs Brand personality

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER TYPE QUESTION: 13**

**LONG ANSWER TYPE QUESTIONS: Q29,30,31, 37**

### **SUGGESTED READINGS:**

#### **TEXT BOOK**

#### **REFERENCE BOOKS:**

1 ibid 3, Page No. 49-65

#### **ARTICLES:**

1. VanLaer, Tom and Ko de Ruyter, “In Stories We Trust: How Narrative Apologies Provide Cover for Competitive Vulnerability After IntegrityViolating Blog Posts,” International Journal of Research in Marketing, 2010, Vol. 27, pp. 164–174.
2. Vanden Bergh, Bruce, Mira Lee, Elisabeth Quilliam, and Thomas Hove, “The Multidimensional Nature and Brand Impact of User-Generated Ad Parodies in Social Media,” International Journal of Advertising, 2011, Vol. 30, Part 1, pp. 103–131.

### **LECTURE 34-35**

## **BRAND POSITIONING: CONCEPTS AND DEFINITIONS, REPOSITIONING**

### **UNIT-IV**



## **OBJECTIVES:**

To study the concept, reasons, types of positioning and need and ways of repositioning

## **CONTENT:**

- Brand positioning- An overview
- Need for positioning
  - Increasing brand commoditization
  - More sophisticated consumers
  - Increase in brand clutter and stiffer competition
- Bases for differential positioning
  - Product based differentiation
  - Price based differentiation
  - Service based differentiation
  - Distribution based differentiation
  - Personnel based differentiation
  - Image based differentiation
- Other positioning planks
  - Value for money
  - Premium pricing or prestige positioning
  - Nostalgia and family values
  - Fun and frolic
  - Trendy and stylish
  - Problem and solution
  - User imagery
  - Lifestyle
  - Innovation
- Repositioning the brand
  - Increasing relevance to consumer
  - Increasing occasions for use
  - Search for a viable position
  - Falling sales
  - Bringing in new customers
  - Making the brand contemporary
  - Differentiating brands from competitors
  - Changed market conditions

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS: Q5,6,9**

**LONG ANSWER TYPE QUESTIONS: Q,1,2,3,11,12**

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 2, Page No. 41-71, 281-285

**LECTURE 36**

**CELEBRITY ENDORSEMENT, BRAND EXTENSION**

**OBJECTIVES:**

To comprehend the importance of celebrity endorsement and reasons along with the types of brand extension.

**CONTENT:**

- Celebrity endorsement- Introduction
- Advantages of celebrity endorsement
- Potential problems
- Guidelines for selection of celebrities
- Brand extension- meaning
- Need for brand extension
- Pros and cons of extension
- Reasons for extensions
- Types of brand extensions
  - Product-related extensions
  - Image –related extensions
  - Unrelated extensions

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT IV**

**TRUE/FALSE:** Q1-10

**SHORT ANSWER TYPE QUESTIONS:** Q1,2,8,10,11,13,14,15

**LONG ANSWER TYPE QUESTIONS:** Q 4,5,6,7

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 2, Page No. 263-267

## **LECTURE 37-38**

### **DIFFERENTIAL ADVANTAGE: STRATEGIES FOR COMPETITIVE ADVANTAGE**

#### **OBJECTIVES:**

To comprehend the various positioning strategies for competitive advantage.

#### **CONTENT:**

- Differential advantage through positioning
- Positioning strategies
  - Who am I?
    - Positioning by corporate identity
    - Positioning by brand endorsement
  - What am I?
    - Category- related positioning
    - Benefit-related positioning
    - Positioning by usage occasion and time of use
    - Price-quality positioning
  - For whom am I?
    - Demographic
    - Behavioral
    - Benefits or satisfactions desired
    - Psychographic
    - Consumer as a whole
  - Why me?
    - Positioning by unique attribute
    - Positioning by competitor

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**FILL IN THE BLANK: Q1-10**

**SHORT ANSWER TYPE QUESTIONS: Q6,7,8**

**LONG ANSWER TYPE QUESTIONS: Q 10,11,16**

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 75

## **LECTURE 40**

### **BRAND PYRAMID, BRANDING IN DIFFERENT SECTORS**

#### **OBJECTIVES:**

To understand the elements of brand pyramid and how branding is undertaken in different sectors.

#### **CONTENT:**

- Elements of brand pyramid
- Retail branding
- Difference between producer and retailer brand
- Reasons for the growth of the retail brands
- Strategy for creating and sustaining successful retail brands
- Trade branding
- Characteristics of trade marketing
- Criteria for brand selection
- Building strong trade brands
- Challenges in Service Branding
- Strategy for Building successful service brand
  - Utilize subtle cues to tangibles the intangible
  - Use symbols and slogans to communicate brand essence
  - Exploit positive word-of-mouth to promote the service brand
  - The entire organization function as marketing department
  - Implementing total quality management
  - Provide incentive to deliver on time
  - Keep buffer stock of staff to deal with peak situations
  - Develop long term relationship with the customer
  - Develop strategy to continuously innovate

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER TYPE QUESTION: Q12**

**LONG ANSWER TYPE QUESTIONS: Q 8,10,17,18,19,21**

#### **SUGGESTED READING:**

#### **TEXT BOOK:**

1 ibid 2, Page No. 391- 396

## **LECTURE 41**

### **ROLE OF INFORMATION IN BRAND MANAGEMENT, ROLE OF E-COMMUNITIES IN BRAND MANAGEMENT**

#### **OBJECTIVES:**

To understand the role of information technology in branding.

#### **CONTENT:**

- Building brands on the internet
- Aspects related to building brands on the internet
  - Consumer mindset
  - Consumer psyche
- Dimensions on building brands on the internet
  - Traditional pull Vs relationship pull
  - Involving the consumer with the web site
  - Technology for one-to-one marketing
  - Innovating continuously

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER TYPE QUESTIONS: Q3,4, 16**

**LONG ANSWER TYPE QUESTION: Q 9**

#### **SUGGESTED READINGS:**

#### **REFERENCE BOOK:**

1 ibid 8, Page No.329-332

#### **ARTICLES:**

1. Kozinets, Robert, Kristine de Valck, Andrea Wojnicki, and Sarah Wilner, “Networked Narratives: Understanding Word-of-Mouth Marketing in Online Communities,” *Journal of Marketing*, 2010, Vol. 74, Part 2, pp. 71–89.
2. Kuksov, Dmitri, Ron Shachar, and Kangkang Wang (2013), “Advertising and Consumers' Communications,” *Marketing Science*, 2013, Vol. 32, Part 2, pp. 294–309.
3. Debapartem Purkayastha & Barnali Chakroborty, “Johnson & Johnson & Its Baby Powder Problem”, *The IUP Journal of Management Case Studies*, Vol. 17, No. 3, September 2017, pp. 27-42

# **LECTURE PLAN**

## **MERGERS, ACQUISITIONS**

**&**

## **CORPORATE RESTRUCTURING**

**MS-222**



**COURSE OUTLINE**  
**MBA-IV SEMESTER**  
**MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING - MS 222**

**OBJECTIVES:**

Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisitions and corporate restructuring are implemented.

**INTERNAL ASSESSMENT AND ASSIGNMENTS** **25 marks**

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

**COURSE CONTENTS:**

**UNIT I**

- Introduction in Mergers,
- Types of Mergers,
- Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification,
- Other Economic Motives, Hubris Hypothesis of Takeovers,
- Other Motives, Tax Motives,
- Financial Evaluation, Joint Venture and Strategic Alliances. (12 Hours)

**UNIT II**

- Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour,
- Provisions of Companies Act,
- Regulation by SEBI,
- Takeover Code: Scheme of Amalgamation, Approval from Court.
- Valuation of a Business. (10 Hours)

**UNIT III**

- Methods of Valuation – Cash flow Basis, Earning Potential Basis, Growth Rate, Market Price etc.
- Computation of Impact on EPS and Market Price,
- Determination of Exchange Ratio,



- Impact of Variation in Growth of the Firms,
- MBO, LBO, Boot Strapping;
- Criteria for Negotiating Friendly Takeover,
- Financing of Merger. (10 Hours)

#### **UNIT IV**

- Defence Against Hostile Takeover,
- Poison Pill, Bear Hug, Greenmail, Pacman.
- Post Merger H.R. and Cultural Issues. (10 Hours)

## STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Mergers, Acquisitions and Corporate restructuring. Students are advised to go through the recommended 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 interpersonal and group processes, in addition to familiarizing themselves with concepts and theories.

### ➤ TEXT BOOK

1. **Author's Name(s):** J. Fred Weston, Kwang S. Chung, Susan E. Hoag  
**Title:** Mergers, Restructuring and Corporate Control  
**Edition:** 1<sup>st</sup> Indian Reprint **Year:** 2012  
**Publisher:** Prentice Hall of India (ibid 1)

### ➤ REFERENCE BOOKS

1. **Author's Name(s):** Patrick A. Gaughan  
**Title:** Mergers, Acquisitions and Corporate Restructuring  
**Edition:** 5<sup>th</sup> Reprint **Year:** 2014  
**Publisher:** Wiley India Pvt. Ltd. (ibid 2)
2. **Author's Name(s):** Prasad G. Godbole  
**Title:** Mergers, Acquisitions and Corporate Restructuring  
**Edition:** 2<sup>nd</sup> Reprint **Year:** 2015  
**Publisher:** Vikas Publishing House Pvt. Ltd. (ibid 3)

### ➤ JOURNALS

1. ICFAI Journal of Financial Risk Management
2. Finance India
3. Chartered Accountant
4. Chartered Secretary
5. Journal of Accounting and Finance
6. Financial Executive
7. SCMS Journal of Indian Management

## **LECTURE 1**

### **CORPORATE RESTRUCTURING - I**

#### **OBJECTIVE:**

To make the students understand the fundamentals of corporate restructuring as a basic concept and the various types of activities that fall under the corporate restructuring.

#### **CONTENTS:**

- Corporate Restructuring
- Examples of Corporate Restructuring
- Forms of Corporate Restructuring
  - Expansion
    - Merger and acquisition
    - Tender Offers
    - Asset acquisition
    - Joint Venture
  - Contraction
    - Spin Off
    - Split Off
    - Divestiture
    - Equity Carve out
    - Split Up

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 6-10, 19, 23
- 2 Unit III, Section III, Q 1-6, 12

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 246, Q 1-6, Page No. 358, Q 1-6
- 2 ibid 3, Page No. 8, Q 1-4

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No.3-8, 223-245, 330-357

### **REFERENCE BOOKS:**

- 1 ibid 2, Page No. 389-428
- 2 ibid 3 Page No. 3-7

### **ARTICLES:**

1. Brahmadev Panda, P. HanumanthaRao, “Corporate Restructuring: Demerging Impact”, SCMS Journal of Indian Management, Vol. IX, No. I, January-March 2012, pp 80-87
2. Bernadette D’silva, Annie Beena Joseph, “A study on the implications of corporate restructuring”,[http://pjitm.com/Doc/issu%20jan%20june%202013/Sanchayan%20Vol%20\(1\)%20paper%204.pdf](http://pjitm.com/Doc/issu%20jan%20june%202013/Sanchayan%20Vol%20(1)%20paper%204.pdf)
3. Jae Chung, Lev Ratnovski, “Benefits and Costs of Corporate Debt Restructuring: An Estimation for Korea”, IMF Working Paper, Asia and Pacific Department, October 2016, <https://www.imf.org/external/pubs/ft/wp/2016/wp16204.pdf>
4. Deepika Dhingra, Nishi Aggarwal, “Corporate Restructuring in India: A Case Study of Reliance Industries Limited (RIL)”, Global Journal of Finance and Management, Vol. 6, No. 9 (2014), pp 813-820

## **LECTURE 2**

### **CORPORATE RESTRUCTURING - II**

#### **OBJECTIVE:**

To make the students well verse with the forms of restructuring with special emphasis on MBO and LBO.

#### **CONTENTS:**

- Forms of Corporate restructuring
  - Corporate Control
    - Takeover defense
    - Share repurchase

- Exchange offers
- Proxy contests
- Changes in Ownership structure
  - LBO
  - MBO
  - Junk Bonds
  - Going Private
  - ESOP's and MLP's
- Optimum capital structure

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 12, 17, 19

### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 390, Q 1-6

### **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 360-388

### **REFERENCE BOOKS:**

- 1 ibid 2, Page No. 389-430
- 2 ibid 3, Page No. 9-32

### **ARTICLES:**

- 1 Pradeep Kumar Gupta, "Mergers and Acquisitions (M&A): The Strategic concepts for the nuptials of corporate sector", <http://www.innovativejournal.in/index.php/ijbm>
- 2 Robert F Bruner, "Leveraged ESOP's and Corporate Restructuring", [http://faculty.darden.virginia.edu/brunerb/Bruner\\_PDF/Leveraged%20ESOPS%20&%20Corp%20Restructuring.pdf](http://faculty.darden.virginia.edu/brunerb/Bruner_PDF/Leveraged%20ESOPS%20&%20Corp%20Restructuring.pdf)
- 3 Iman Anabtawi, "Predatory Management Buyouts", [https://lawreview.law.ucdavis.edu/issues/49/4/Articles/49-4\\_Anabtawi.pdf](https://lawreview.law.ucdavis.edu/issues/49/4/Articles/49-4_Anabtawi.pdf)
- 4 Komala.G, "The Performance of Private Equity Investments in India", IOSR Journal Of Humanities And Social Science (IOSR-JHSS) Vol. 21, Issue 6, Ver. 3 (June 2016) pp 09-12

## **LECTURE 3**

### **CORPORATE RESTRUCTURING - III**

#### **OBJECTIVE:**

After getting well versed with the basic concept of corporate restructuring, some more issues underlying these concepts are to be covered in this lecture, focusing on Mergers and acquisitions and the history of mergers.

#### **CONTENTS:**

- Underlying issues in Restructuring
- Planning a merger or acquisition
- Amalgamation and consolidation
- Merger Waves
  - First Wave
  - Second Wave
  - Third Wave
  - Fourth Wave
  - Fifth Wave
- Merger and acquisition in India
- Amendments to Competition Act, 2002

#### **ASSIGNMENT FROM QUESTION BANK:**

1 Unit I, Section III, Q 1, 9

#### **OTHER ASSIGNMENT:**

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

#### **SUGGESTED READINGS:**

#### **TEXTBOOK:**

1 ibid 1, Page No. 8-22

## **REFERENCE BOOK:**

1 ibid 2, Page No. 35-71

## **ARTICLES:**

1. Hari Krishan, “A review of Mergers & Acquisitions in India”, <http://cci.gov.in/images/media/ResearchReports/3102012.pdf>
2. KPMG, “Amendments to Combination Regulations under the Competition Act, 2002”, <http://www.kpmg.com/IN/en/services/Tax/TaxDocuments/Amendments-to-Combination-Regulations-under-the-Competition-Act-2002-2.pdf>
3. Dr. Ravinder Vinayek, Kanika Mehandiratta, “An Empirical Study of the Functioning and Performance of Competition Commission of India”, International Journal of Advance Research in Computer Science and Management Studies, Volume 3, Issue 6, June 2015

## **LECTURE 4**

### **TYPES OF MERGERS**

#### **OBJECTIVE:**

To make students understand the concepts relating to mergers and acquisitions with special emphasis on various types of mergers.

#### **CONTENTS:**

- Types of Mergers
  - Horizontal Merger
  - Vertical merger
  - Conglomerate merger
    - Product extension
    - Geographic Market extension
    - Pure conglomerate

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section II, Q 1,2,6,7
- 2 Unit II, Section III, Q 3, 4

## **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 104, Q1- 5

## **SUGGESTED READING:**

### **TEXTBOOK:**

1 ibid 1, Page No. 82- 99

### **ARTICLE**

1 Richard Tortoriello, “Mergers & Acquisitions: The Good, the Bad, and the Ugly (and how to tell them apart)”, Quantamental Research, August 2016

## **LECTURE 5**

### **MERGER AND ACQUISITION – PROCESS**

#### **OBJECTIVE:**

To make students understand the process of mergers and acquisitions with special emphasis on strategic issues and aspects.

#### **CONTENTS:**

- Strategic issues and aspects in M&A
- Process
  - Business Plan
  - Acquisition Plan
  - Search
  - Screen
  - First Contact
  - Negotiation
  - Integration Plan
  - Closing
  - Integration
  - Evaluation



## **ASSIGNMENTS FROM QUESTION BANK:**

1 Unit III, Section III, Q 18

## **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 79, Q1- 7

## **SUGGESTED READINGS:**

## **TEXTBOOK:**

1 ibid 1, Page No. 56-68

## **ARTICLE:**

1 Jason Torgler, Krishnan Iyengar, “Is Treasury ready for an M & A deluge?”, Financial Executive, September 2012, pp. 50-53.

## **LECTURE 6**

### **MERGERS AND ACQUISITIONS – GROWTH STRATEGY, PARTICIPANTS AND REASONS OF FAILURE**

#### **OBJECTIVE:**

To explain the growth strategy and role of participants in mergers and acquisitions and the reasons for failure of merger activities.

#### **CONTENTS:**

- Participants
  - Investment Banker
  - Lawyers
  - Accountants
  - Valuation Experts
  - Institutional Investors
  - Arbitrageurs
- Reasons of Failure
- Advantages and disadvantages of M&A

- Classes of growth opportunities and M&A
  - Intensive Growth
  - Integrative growth
  - Diversification growth

**ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 18
- 2 Unit III, Section III, Q 18

**OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 79, Q1-6

**SUGGESTED READINGS:**

**TEXTBOOK:**

- 1 ibid 1, Page No. 56-74

**REFERENCE BOOK:**

- 1 ibid 2, Page No. 125-168

**ARTICLES:**

1. Xuewu Wang, Lei Wedge, “Profitability of Option- Based Merger Arbitrage”, The IUP Journal of Applied Finance, Vol. 18, No.4, October 2012, pp. 31
2. F. M. Scherer, “Financial Mergers and Their Consequences”, <http://web.hks.harvard.edu/publications>
3. Yatendra Kumar, “Advantages and Disadvantages of Mergers and Acquisitions”, <https://www.ukessays.com/essays/economics/advantages-and-disadvantages-of-mergers-and-acquisition-economics-essay.php>
4. Gurbaksh Singh, Sunil Gupta, “An impact of mergers and acquisitions on productivity and profitability of consolidation banking sector in India”, Volume 4, Issue 9 (Sep 2015)

## **LECTURE 7**

### **MOTIVES FOR MERGER**

#### **OBJECTIVE:**

To explain the various motives behind mergers and acquisitions with special emphasis on Hubris hypothesis of takeovers.

#### **CONTENTS:**

- Motives
  - Growth
  - Synergy
    - Operating synergy
    - Financial synergy
  - Diversification
  - Other economic motives
  - Improved Management
  - Improved R&D
  - Improved Distribution
  - Tax motives
  - Hubris Hypothesis of Takeovers

#### **ASSIGNMENT FROM QUESTION BANK:**

- 1 Unit II, Section II, Q9- 10
- 2 Unit II, Section III, Q 17

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 219, Q 1,2,4
- 2 ibid 3, Page No. 57, Q 2,3

#### **SUGGESTED READINGS:**

#### **TEXTBOOK:**

- 1 ibid 1, Page No. 190-204

## **REFERENCE BOOKS:**

- 1 ibid 2, Page No. 125-178
- 2 ibid 3, Page No. 45-53

## **ARTICLES:**

- 1 Kusum, "Tax implications on Mergers and Acquisitions Process", Journal of Business Management & Social Sciences Research (JBM&SSR), Volume 3, May 2014, pp. 62- 74
- 2 Muninarayanappa, Prof. AugustinAmaladas, "Mergers and Acquisitions: A review of episode, failure and success new mantra", file:///C:/Documents%20and%20Settings/balwinder/My%20Documents/Downloads/1263-3804-1-PB.pdf

## **LECTURES 8-9**

### **LEGAL ASPECT: PROVISIONS OF COMPANIES ACT, 1956**

#### **OBJECTIVE:**

To explain to the students how legal environment plays its role in case of mergers and acquisitions with regard to Companies Act, 1956.

#### **CONTENTS:**

- Mergers and Demergers
  - Who Can Approve?
  - Conditions precedent to approval by the High court
  - Powers of High court
  - Other provisions
  - Process of amalgamation and demerger
- Reduction of capital
  - Prohibition
  - Exceptions
  - Manner in which reduction can be affected
  - Procedure
- Buy Back of securities
  - Sources
  - Conditions
  - Buy back under board resolution

- Manner in which buy back can be done

#### **ASSIGNMENT FROM QUESTION BANK:**

- 1 Unit I, Section II, Q 18,
- 2 Unit I, Section III, Q 7
- 3 Unit II, Section III, Q 20

#### **OTHER ASSIGNMENT:**

- 1 ibid 3, Page No. 98, Q 1-8

#### **SUGGESTED READING:**

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 75-96

#### **LECTURES 10-11**

#### **LEGAL ASPECT: REGULATION BY SEBI**

#### **OBJECTIVE:**

To explain to the students how legal environment plays its role in case of mergers and acquisitions with regard to SEBI regulations.

#### **CONTENTS:**

- Definitions
- Exemptions
- Relaxations from strict compliance
- Takeover Panel
- Disclosure of shareholding and control
- Disclosure of pledged shares
- Trigger of open offer
- Minimum offer price and Modes of payment consideration
- General obligations
- Upward revision and withdrawal of open offer
- Bailout takeover

## **ASSIGNMENTS FROM QUESTION BANK:**

1 Unit II, Section III, Q 21

## **OTHER ASSIGNMENT:**

1. ibid 3, Page No. 153, Q 1-4

## **SUGGESTED READINGS:**

## **REFERENCE BOOK:**

1 ibid 3, Page No. 112-150

## **LECTURES 12-14**

## **VALUATION OF BUSINESS – BASICS AND METHODS**

### **OBJECTIVE:**

To explain the concept and methods of valuation of a company for the purpose of merging or acquiring another company.

### **CONTENTS:**

- Book Value
- Replacement Value
- Liquidation Value
- Market value
- Present value of future Cash flow
- Approaches to valuation
  - Income Approach
  - Market Approach
  - Asset Approach
- Role of valuation
- Misconceptions about Valuation
- DCF Model
  - Basis
  - Types
  - Steps in DCF

## **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section II, Q 14-20, 24
- 2 Unit II, Section III, Q 9, 17, 24
- 3 Unit III, Section II, Q 19

**OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 163, Q1-3

**SUGGESTED READINGS:**

**TEXTBOOK:**

- 1 ibid 1, Page No. 132-161

**REFERENCE BOOKS:**

- 1 ibid 2, Page No. 540-575
- 2 ibid 3, Page No. 231-248

**LECTURE 15-16**

**EXCHANGE RATIO AND EPS IMPACT**

**OBJECTIVE:**

To explain the concept of exchange ratio and how a deal affects the EPS of the company

**CONTENTS:**

- Exchange Ratio
- EPS of surviving company
- Criteria for dilution in EPS
- Factors that influence initial changes in EPS
- Bootstrapping EPS
- Post merger PE ratio

**ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 13, 14, 15, 16
- 2 Unit III, Section III, Q 23, 24

## **SUGGESTED READINGS:**

### **TEXTBOOK:**

1 ibid 1, Page No. 125-129

### **REFERENCE BOOK:**

1 ibid 2, Page No. 586-593

### **ARTICLE:**

1 Pitabas Mohanty, Supriti Mishra, “Run-up in Stock Prices Prior to Merger & Acquisitions Announcements: Evidence from India”, NSE Working paper, WP/12/2014

## **LECTURES 17-18**

### **LEVERAGE BUYOUTS**

#### **OBJECTIVE:**

To explain the basics about the concept, history and types of Leveraged Buy Outs.

#### **CONTENTS:**

- History
- Meaning
- Elements of LBO operations
- Financing for LBO's
- Sources of LBO financing
- Sources of gains in LBO's
- Types of LBO risk
  - Business risk
  - Interest rate risk

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 1-3, 19, 23
- 2 Unit III, Section III, Q 9, 10, 17



**OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 417-418, Q1-7
- 2 ibid 3, Page No. 248, Q 1

**SUGGESTED READINGS:****TEXTBOOK:**

- 1 ibid 1, Page No. 393-414

**REFERENCE BOOK:**

- 1 ibid 2, Page No. 293-304
- 2 ibid 3, Page No. 226-230

**LECTURES 19-20****LEVERAGE BUYOUTS AND MANAGEMENT BUYOUTS****OBJECTIVE:**

To explain the basics about the concepts of Management Buy Outs, Reverse LBO, LBO in India.

**CONTENTS:**

- MBO
- Management Buy-in
- Leveraged Cash out
- LBO and corporate governance
- Characteristics of an ideal Leveraged buyout candidate
- Reverse LBO
- LBO in India

**ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 1-3, 19, 23
- 2 Unit III, Section III, Q 17

## **OTHER ASSIGNMENT:**

1 ibid 1, Page No. 417-418, Q 6,7

## **SUGGESTED READINGS:**

### **TEXTBOOK:**

1 ibid 1, Page No. 402-414

### **REFERENCE BOOK:**

1 ibid 2, Page No. 304-329

## **LECTURE 21**

### **FINANCING - M & A**

#### **OBJECTIVE:**

To explain the financial aspect covered under the mergers and acquisitions regarding the financing of the deal.

#### **CONTENTS:**

- Introduction
- Methods of affecting payment of consideration
  - Issue of equity shares of the acquirer company
  - Issue of preference shares of the acquirer company
  - Issue of debt instrument of the acquirer company
  - Payment in cash
  - Any combination of the above
- Sources of funds
  - Domestic acquisition
    - Equity
    - Borrowed funds
  - Cross border acquisition
    - Equity
    - Borrowed funds

### **ASSIGNMENT FROM QUESTION BANK:**

- 1 Unit III, Section II, Q 4-5

### **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

- 1 ibid 2, Page No. 316,594
- 2 ibid 3, Page No. 211-225

### **LECTURES 22-23**

### **TAKEOVER AND TAKEOVER TACTICS**

### **OBJECTIVE:**

To make the students understand the tactics to be adopted by the firms for takeovers.

### **CONTENTS:**

- Takeover
- Friendly versus Hostile takeover
- Takeover Tactics
  - Dawn Raid
  - Bear hug
  - Saturday night special
  - Proxy Fight
- Successful takeover tactics in India

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit IV, Section II, Q1, 4, 9, 10, 18, 19, 20
- 2 Unit IV, Section III, Q 1, 2, 3, 4, 6, 24

### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 478, Q 2, 7

## **SUGGESTED READINGS:**

### **TEXTBOOK:**

1 ibid 1, Page No. 472-477

### **REFERENCE BOOKS:**

1 ibid 2, Page No. 243-286

2 ibid 3, Page No. 58-61

## **LECTURES 24-25**

### **TAKEOVER DEFENSES**

### **OBJECTIVE:**

To make the students understand the tactics adopted by the firms to handle takeovers.

### **CONTENTS:**

- Defense tactics
  - Poison pill
  - Pac man
  - Green mail
  - Golden Parachute
  - Buy back

### **ASSIGNMENTS FROM QUESTION BANK:**

1 Unit IV, Section III, Q 1, 2, 9, 16, 22, 23

### **OTHER ASSIGNMENTS:**

1 ibid 1, Page No. 526, Q 1-5

2 ibid 3, Page No. 68, Q 1-6

## **SUGGESTED READINGS:**

**TEXTBOOK:**

1 ibid 1, Page No. 481-524

**REFERENCE BOOK:**

1 ibid 3, Page No. 62-68

**LECTURE 26****POST MERGER HR AND CULTURAL ISSUES****OBJECTIVE:**

To explain the aftermaths of mergers and acquisitions focusing on various HR and cultural issues.

**CONTENTS:**

- Post acquisition integration model
- Political and cultural perspective of integration
- Change management perspective of integration
- HR issues
- Project management approach
- Critical success factors

**ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit IV, Section II, Q 13, 14, 15, 16, 17
- 2 Unit IV, Section III, Q 11, 12, 13, 15, 17, 19

**SUGGESTED READING:**

- 1 Class handouts

**ARTICLE:**

1. Hina Abbasi, Aroosh Khalid, Ayesha Butt, Fareeha Zafar, “Merger Failures & Corporate Strategy: Change Management to Solve the Query”, International Journal of Sciences: Basic and Applied Research, 2014, Volume 13, No 1, pp. 90-102

## **LECTURES 27-28**

### **CASE STUDY - MERGERS**

#### **OBJECTIVE:**

To discuss the practical implications of mergers with the help of case studies for better knowledge of the subject.

#### **CONTENTS:**

- Merger of Air India and Indian Airlines
- Merger of ICICI with ICICI Bank
- Merger of HP and Compaq
- Other cases of recent mergers
- Class room discussion

#### **SUGGESTED READINGS:**

#### **TEXTBOOK:**

- 1 ibid 1, Page No. 611- 631

#### **REFERENCE BOOK:**

- 1 ibid 2, Page No. 139, 156
- 2 ibid 3, Page No. 312-317

#### **ARTICLES:**

- 1 Himani Gupta, 'Impact of Merger & Acquisition on financial efficiency of Bank of India' Maims Journal of Management, Volume 8, April 2013, pp. 38-43
- 2 Devarajappa S., "Mergers in Indian banks: A study on mergers of HDFC Bank Ltd. and Centurion Bank of Punjab Ltd.", International Journal of Marketing, Financial Services & Management Research, Volume1, Issue 9, September 2012, pp. 33-42
- 3 Farhat Fatima, "Flipkart-Myntra; From a Merger to an Acquisition", International Journal of Management and International Business Studies, 2014, Volume 4, Number 1, pp. 71-84
- 4 Bijoy Gupta, 2 Dr. Parimalendu Banerjee, "Impact of merger and acquisitions on financial performance: Evidence from selected companies in India", IMS Business School Presents Doctoral Colloquium – 2017

## **LECTURE 29**

### **CASE STUDY - ACQUISITIONS**

#### **OBJECTIVE:**

To discuss the practical implications of acquisitions with the help of case studies for better knowledge of the subject.

#### **CONTENTS:**

- Acquisition of Bank of Rajasthan by ICICI bank
- Acquisition of PeopleSoft by Oracle
- Merck's Acquisition of Medco
- Other cases of recent acquisitions
- Class room discussion

#### **SUGGESTED READINGS:**

#### **TEXTBOOK:**

- 1 ibid 1, Page No. 611-631

#### **REFERENCE BOOK:**

- 1 ibid 2, Page No. 126, 165

#### **ARTICLE:**

- 1 ParamaBarai and PitabasMohanty, "Predicting Acquisitions in India", Vikalpa, Vol. 37, No.3, July- Sep 2012, pp. 29- 49
- 2 A.N.Tamragundi, Devarajappa S, "Impact of mergers on Indian Banking Sector: A comparative study of Public and Private Sector merged Banks", Acme Intellects International Journal of Research in Management, Social Sciences & Technology, Vol- 13, No. 13, Jan 2016

## **LECTURE 30**

### **CASE STUDY - DEMERGERS**

#### **OBJECTIVE:**

To discuss the practical implications of demergers with the help of case studies for better knowledge of the subject.

#### **CONTENTS:**

- Demerger case of Wipro
- Demerger case of L & T
- Demerger case of HUL
- Demerger of Tower Business of RCOM and RTL into RITL
- Other cases of recent demergers
- Class room discussion

#### **SUGGESTED READINGS:**

#### **TEXTBOOK:**

- 1 ibid 1, Page No. 611-631

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 287-290



# **LECTURE PLAN**

## **INSURANCE & RISK MANAGEMENT**

**MS-224**

**COURSE OUTLINE**  
**MBA-IV SEMESTER**  
**INSURANCE & RISK MANAGEMENT - MS 224**

**L - 5 Credits - 05**

**OBJECTIVES:**

This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides that the students will be in a position to understand principles of insurance and its usefulness in business.

**INTERNAL ASSESSMENT AND ASSIGNMENTS** **40 marks**

- |   |          |
|---|----------|
| 1. Class Test-I – (Individual Presentation/Viva-Voice/Report) | 15 marks |
| 2. Class Test-II - (Written Test)                             | 15 marks |
| 3. Class Assessment + Attendance                              | 10 marks |

**COURSE CONTENTS:**

- **INTRODUCTION TO THE SUBJECT** (10 hours)
  - 1. Introduction to risk
  - 2. Risk management
  - 3. Risk control evaluation
  - 4. Disaster risk management
  
- **LEGAL ASPECTS OF INSURANCE** (10 hours)
  - 1. Introduction to insurance
  - 2. Insurance contract
  - 3. Endowment, Estopples
  
- **INSURANCE AND IRDA** (10 Hours)
  - 1. Concept Of Insurance
  - 2. Insurance Contract
  - 3. Principles of Insurance
  - 4. Globalization of Sector
  - 5. Status of Insurance Sector In India
  - 6. IRDA- Regulatory authority
  - 7. Reinsurance
  - 8. Assignment

➤ **TYPES OF INSURANCE, NEGLIGENCE, ACTUARIES** (12 Hours)

1. Health Insurance
2. Marine Insurance
3. Fire and Motor Insurance
4. Automobile Insurance
5. Actuaries
6. Loss Assessment and Control
7. Computation of Insurance Premium

**STUDY MATERIAL FOR THE SUBJECT**

Following will be the study material for topics of business environment, 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.

➤ **TEXT BOOKS**

1. **Author's Name(s):** Dr. P.K Gupta  
**Title:** Insurance and Risk Management  
**Edition:** II edition **Year:** Reprint 2016  
**Publisher:** Himalaya Publishing House, (ibid 1)
2. **Author's Name(s):** Alka Mittal, S.L Gupta  
**Title:** Principles of Insurance and Risk Management  
**Edition:** III revised edition **Year:** 2013  
**Publisher:** Sultan Chand & Sons (ibid 2)

➤ **REFERENCE BOOKS**

1. **Author's Name:** JatinderLoomba  
**Title:** Risk Management and Insurance Planning  
**Edition:** Eastern Economy Edition **Year:** 2016  
**Publisher:** PHI Learning Pvt. Ltd. (ibid 3)
2. **Author's Name (s):** Mark S. Dorfman & David A. Cather  
**Title:** Risk Management & Insurance  
**Edition:** X **Year:** 2013  
**Publisher:** PHI Learning Pvt. Ltd. (ibid 4)

➤ **JOURNALS**

1. Insurance Chronicle, IUP publications
2. IUP Journal of Risk and Insurance
3. IRDA Journal

**LECTURES 1-3**

**INTRODUCTION TO RISK**

**OBJECTIVE:**

The Objective of these lectures is to introduce the students to the concept of risk and its assessment. A thorough understanding of risk and its evaluation is a pre requisite for making any strategic decision. This lecture is an effort to give an overview of the basic components of risk

**CONTENTS:**

- Meaning of Risk
- Degree of Risk
- Type of Risk
  - Static and Dynamic risks
  - Financial and Non Financial risk
  - Pure and speculative risks
  - Fundamental and Particular Risk
  - Business and personal risk

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT I**

**LONG ANSWER QUESTIONS:** Q1, 2, 3, 5, 9, 10, 16, 18, 26

**SHORT ANSWER QUESTIONS:** Q13, 8, 7, 6, 5, 4, 3, 2, 1

**OTHER ASSIGNMENTS:**

- 1 ibid 1 Page No.12-13, Q1-8(Long answer questions)
- 2 ibid 2 Page no 22 Q 1-7

## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1 Page No.1-12
- 2 ibid 3 Page No.17-18

### **LECTURES 4-10**

## **RISK MANAGEMENT RISK RETENTION AND TRANSFER**

### **OBJECTIVE:**

These lectures aim to impart knowledge about risk management, its principles, objectives and various methods for risk evaluation and prediction.

Risk retention, transfer and pooling of risk are upcoming areas in insurance. The same will be discussed in these lectures.

### **CONTENTS:**

- Risk Management
- Characteristics of risk management
- Significance of risk management
- Principles of risk management
  - Risk identification
  - Risk assessment
  - Risk control
  - Risk may be reduced
  - Risk may be transferred
- Objectives of riskmanagement
- Risk management information system
- Process of risk management
- Risk evaluation and Prediction
  - Expected loss ratio method
  - Born huetter-ferguson Method
  - Pure Premium method
- Application of Statistical Techniques in Risk Avoidance
  - Random Variables and Probability distributions
- Risk Retention

- Self insurance
- Captive insurance
- Risk transfer
  - Insurance – contractual transfer
  - Non insurance- Hedging, Diversification, Incorporation
- Pooling of risk
  - Pooling arrangement with two persons
  - Poling arrangement with many people or businesses
  - Pooling arrangement with correlated losses.
  - Insurance –As risk pooling arrangement
- Loss exposure
  - Calculable loss
  - Fortuitous loss
  - Non catastrophic loss

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**LONG ANSWER QUESTIONS:** Q4, 6, 7, 8, 10, 11, 12, 13, 14, 15, 17, 19, 20, 22,23,24,25, 27

**SHORT ANSWER QUESTIONS:** Q9, 10, 11, 12, 14, 29

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1 Page No.41-42 Q1-11
- 2 ibid 3, Page No. 89, Q1-7

#### **SUGGESTED READING:**

#### **TEXT BOOK:**

- 1 ibid 1 Page No. 14-41

## **LECTURES 11-14**

### **DISASTER RISK MANAGEMENT**

#### **OBJECTIVE:**

These lectures explain the concept of disaster risk management.

#### **CONTENTS:**

- Disaster risk management
  - Hazards
  - Types of disasters
  - Disaster prevention and mitigation
  - Disaster preparedness
  - Disaster risk management as part of rehabilitation And reconstruction
  - Mainstreaming disaster risk management in development cooperation sectors

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT II**

**LONG ANSWER QUESTIONS:** Q1, 2, 3, 4, 8, 9, 11, 12, 13, 14, 15, 20, 28

**SHORT ANSWER QUESTIONS:** Q1, 2, 3, 4, 8, 9, 30

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1 Page No.14- 33

#### **REFERNCE BOOK:**

1 ibid 3, Page No. 146

## **ARTICLES:**

- 1 Bani Kochar and Subha laxmi Mohapatra, “Continuous Risk Improvement System: A recipe of Success for the Insurance Agent”, The IUP Journal Of risk and Insurance, Vol.5, No.4, 2010, pp. 46.
- 2 Kokobe S.A. and Gemechu D., Risk Management Techniques and Financial Performance of Insurance Companies, International Journal of Accounting Research, pp.20-28, March 2017.
- 3 Power, E. Thomas. Risk Management for Insurance Companies in India: Health, Fire and Motor Lines of Business, IRDA Journal, Vol.5, No.6, May, 2010, pp.20-28

## **LECTURES 15-18**

### **INTRODUCTION TO INSURANCE**

#### **OBJECTIVE:**

The concept, classification and principles of insurance will form the core part of these lectures.

#### **CONTENTS:**

- Concept of insurance
  - Characteristics of Insurance
  - Role of insurance
    - Uses of insurance for individuals
    - Uses of insurance for Corporates
    - Uses of insurance for society
- Nature of insurance
- Classification of insurance
  - Life
  - Fire
  - Accident
  - Marine and Aviation
  - Motor
  - Engineering
- Insurance contract
  - Agreement
  - Legal consideration
  - Competent to make contract
  - Free consent
  - Legal object



- Principles of contract
  - Essentials of a valid contract
  - Utmost good faith
  - Insurable Interest
  - Indemnity
  - Risk must attach
  - Mitigation of loss
  - Principle of subrogation
  - Doctrine of contribution

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

#### **LONG ANSWER QUESTIONS:**

Q1, 2, 3, 11, 15, (UNIT IV) Q2, 3, 4, 5, 6, 8 20, 19, 18  
17, 16, 14, 10, 21, 22, (Unit II) Q 21, 22, 23, 24, 25, 27, 29

#### **SHORT ANSWER QUESTIONS:**

Q4, 5, (UNIT IV) Q1, 2, 3, 4, 5, 6, 7, 11, (Unit II) 15, 13,  
14, 11

#### **OTHER ASSIGNMENTS:**

1 ibid 3, Page No. 217-218, Q1- 6 (Long Answer Qs)

#### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 52
- 2 ibid 4, Page No.349

#### **LECTURES 19-20**

#### **ENDOWMENT, ESTOPPELS**

## **OBJECTIVE:**

These lectures aim to discuss the concepts related to endowment and estoppel.

## **CONTENTS:**

- Endowment
  - Pure endowment policy
  - Ordinary endowment assurance policy
  - Double endowment policy
- Estoppels

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**LONG ANSWER QUESTION:** Q10, 28

**SHORT ANSWER QUESTIONS:** Q5, 6, 7, 13, 15

## **SUGGESTED READINGS:**

### **ARTICLES:**

- 1 Sonia Singh, “Potential for Life Insurance Companies in India Suburban Areas: A special Case of Suburban Areas in Faridabad District” *The IUP Journal Of risk and Insurance*, Vol.V, No.4, 2008, pp. 53.
- 2 S.Sankaramuthukumar and SaravananLaxmanan, “Life Insurance Companies in India: Performance and Prospect”, *The IUP Journal Of risk and Insurance*, Vol.VI, No.3&4, 2008, pp. 29.
- 3 Prashad, P. (2009, April). Catalyst for Financial Inclusion: Insurance in the Rural Sector. *IRDA Journal*, Vol. VII, No.7, pp.20-21
- 4 BabitaYadav, AnshujaTiwari, A Study On Factors Affecting Customers Investment Towards Life Insurance Policies, *International Journal of Marketing, Financial Services & Management Research*, Vol.1 Issue 7, July 2012,  
Available at: <http://indianresearchjournals.com/pdf/IJMFSMR/2012/July/9.pdf>
- 5 Thomas R. Berry-Stölzle, Gregory P. Nini and Sabine Wende, External Financing in the Life Insurance Industry: Evidence From the Financial Crisis, *Journal of Risk and Insurance*, Volume 81, Issue 3, September 2014, pp. 529–562

## **LECTURES 20-23**

### **INSURANCE INDUSTRY**

#### **OBJECTIVE:**

The objective of these lectures is to make students understand the importance of insurance, its historical aspects and reforms to restructure the insurance industry in the globalized scenario.

#### **CONTENTS:**

- Insurance industry in India
  - Historical frame work of insurance
  - Insurance sector reforms
  - Insurance as a macroeconomic issues
  - Liberalization of insurance markets in India
  - Insurance players in India
- Globalization of insurance sector
  - Need for Globalization
  - Global picture of Insurance
  - Globalization and its impact on insurance sector in India

#### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**LONG ANSWER QUESTIONS:** Q4, 5, 9, 10, 12, 13, 14, 23, 24, 25, 26, 28

**SHORT ANSWER QUESTIONS:** Q2, 3, 11

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 297, Page 1-3
- 2 ibid 2, Page No. 88-89, Page 88-89

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No.292-296

## **ARTICLES:**

1. Bhavya Bansal , Aishvarya Bansal, “Corporate Governance and Risk Management in Insurance Sector: A review of literature” International Journal of Scientific and Research Publications, Volume 4, Issue 10 page no. 45-57, October 2017.
2. M V S Srinivasa Rao, “Growing Indian Economy: An impressive Performance of life Insurance Business” The IUP Journal Of risk and Insurance, Vol.VI, No.3&4, 2008, pp. 49.
3. T N Murty, Riswana Ansari & P.Raja Babu, “Emerging Trends in Indian Insurance Market”, The IUP Journal Of risk and Insurance, Vol.VI, No.3&4, 2008, pp. 65

## **LECTURES 24-26**

### **IRDA**

#### **OBJECTIVE:**

The concept of insurance is governed by Insurance Regulatory Development Authority. The composition, duties and powers of the same are proposed to be discussed in these lectures. Reinsurance and assignment will also be covered.

#### **CONTENTS:**

- IRDA- Regulatory authority
  - Brief profile of IRDA
  - Composition of Authority
  - Duties, powers and functions of IRDA
- Reinsurance
  - Objectives of reinsurance
  - General principles of Reinsurance
  - Reinsurance clause
  - Insured and the reinsurer
  - Methods of reinsurance
    - Co-insurance
    - Yearly renewable term insurance
- Assignment of life insurance policies

#### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER QUESTIONS:** Q1, 6, 7, 8,

**LONG ANSWER QUESTIONS:** Q6, 7, 8, 16, 30

**OTHER ASSIGNMENTS:**

- 1 ibid 1 Page No. 375 Q 1-4
- 2 ibid 3, Page No. 423, Q1 (Long Answer Questions), Q2 (Short Answer Question)

**SUGGESTED READINGS:**

**TEXT BOOKS:**

- 1 ibid 1 Page No.112-172
- 2 ibid 3 Page No. 479

**WEBSITE:**

- 1 [www.irda.gov.in](http://www.irda.gov.in)

**ARTICLE:**

1. Sojung Carol Park and Xiaoying Xie, Reinsurance and Journal of Risk and Insurance Systemic Risk: The Impact of Reinsurer Downgrading on Property–Casualty Insurers, Journal of Risk and Insurance, Volume 81, Issue 3, September 2014, pp. 587–622

**LECTURES 27-30**

**FIRE INSURANCE**

**OBJECTIVE:**

These lectures will help the students to understand the contract of fire insurance, the things which are considered important while purchasing the insurance.

**CONTENTS:**

- Fire
  - Fire Insurance Contract
  - Characteristics of a Fire insurance Contract

- Meaning Of “Fire”

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**LONG ANSWER QUESTIONS:** Q 1, 11,24,26,27

**SHORT ANSWER QUESTION:** Q13

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 482 Q1-12
- 2 ibid 3, Page No. 393, Q 2 (Short Answer Questions)

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No. 462-482

#### **REFERNCE BOOK:**

- 1 ibid 3, Page No. 356-373

### **LECTURES 31-32**

### **AUTOMOBILE INSURANCE**

#### **OBJECTIVE:**

Automobile insurance being very popular requires detailed review. The types and factors for premium determination will be discussed.

#### **CONTENTS:**

- Automobile Insurance
  - Overview of the losses Arising Due to Automobile Ownership And Usage
  - Need for Automobile Insurance
  - Type of Motor Insurance

- Factors Considered For Premium Rating

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**LONG ANSWER QUESTION:** Q15, 30, 31

**SHORT ANSWER QUESTIONS:** Q9, 10

#### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No.513-529 Q 1-4
- 2 ibid 3, Page No. 37, Q4 (Short Answer Questions)

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No. 513-529

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 467

#### **ARTICLE:**

1. Alma Cohen, Rajeev Dehejia, The Effect of Automobile Insurance And Accident Liability Laws On Traffic Fatalities, Available at: <http://users.nber.org/~rdehejia/papers/Uninsured.pdf>
2. Gaver, J. J., Pottier, S. W., 2016. "An Investigation of the Short-Run and Long-Run Stock Market Response to Insurer Rating Changes". *Journal of Risk and Insurance* pp. 31-40.
3. Pottier, S. W., "The Relative Informativeness of Analysts' Stock Return Forecasts and Rating Changes for Insurance Companies". *Geneva Papers on Risk and Insurance, Issues and Practices*, 40: pp. 516–537.

## **LECTURES 33-35**

### **HEALTH & MARINE INSURANCE**

#### **OBJECTIVE:**

With people getting health conscious these days, the health insurance schemes are on a rise. The discussion on the same is becoming imperative. So, these lectures deliberate upon the details of health and marine insurance.

#### **CONTENTS:**

- Health Insurance
  - Health Insurance Schemes
  - Long Term/ Short Term Policies
  - Market Based Systems
  - Group medical insurance schemes
- Marine Insurance
  - Types of Marine Insurance
  - Fundamental Principles of Health Insurance
  - Marine Insurance Policies

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT IV**

**LONG ANSWER QUESTIONS:** Q7, 9, 29, 33

**SHORT ANSWER QUESTIONS:** Q8, 14

#### **OTHER ASSIGNMENT:**

1 ibid 1, Page No, 546 Q1-4

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, Page No530-546



## **REFERNCE BOOK:**

- 1 *ibid* 3, Page No. 444, 449

## **ARTICLES:**

- 1 Krishnamurthy, R., & Adams, G. (2008, June-July). Developing Sustainable Health Insurance in India: Learning from International Experience. *IRDA Journal*, Vol. VI, No.7, pp.30-34.
- 2 Impact of National Health Insurance For The Poor And The Informal Sector In Low- And Middle-Income Countries. Available at: <http://r4d.dfid.gov.uk/PDF/Outputs/SystematicReviews/Health-insurance-2012Acharya-report.pdf>
- 3 Legal and Documentary Aspects of Marine Insurance Contract, Available at: [http://unctad.org/en/PublicationsLibrary/c4isl27rev1\\_en.pdf](http://unctad.org/en/PublicationsLibrary/c4isl27rev1_en.pdf)

## **LECTURES 36-38**

### **PREMIUM COMPUTATION & ACTUARIAL**

#### **OBJECTIVE:**

Various practicals related to computation of premium are proposed to be discussed in these lectures. Also, the concept of actuarial sciences will be discussed.

#### **CONTENTS:**

- Basic elements of Computation of Premium
  - Mortality Rate
  - Rate of Interest
  - Expenses
  - Inflation
- Actuarial Insurance
  - Appointed Actuary in India
  - Powers of Appointed Actuary
  - Duties and Obligation of Actuaries
  - Role Of Actuary in Various Insurance Policies

### **ASSIGNMENTS FROM QUESTION BANK:**

## **UNIT III**

**LONG ANSWER QUESTIONS: Q 3, 4**

**UNIT IV**

**SHORT ANSWER QUESTIONS: Q1, 2**

**LONG ANSWER QUESTIONS: Q3, 4, 21, 32**

**OTHER ASSIGNMENTS:**

1 *ibid* 3, Page No. 229

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 *ibid* 2 Page No.665 -Page No.675

**REFERENCE BOOK:**

1 *ibid* 3, Page No. 163 - Page No.174

# **LECTURE PLAN**

## **STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**MS 228**

**COURSE OUTLINE**  
**MBA-IV SEMESTER**  
**STRATEGIC AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT - MS 228**

**L - 4 Credits - 04**

**OBJECTIVES:**

The objective of this course is to appreciate how human resource is emerging as a key resource for competitive advantage and understanding the role of HRM in organizational performance and International Context.

**INTERNAL ASSESSMENT AND ASSIGNMENT**

**25 marks**

1. Class Test-II - (Written Test)

15 marks

2. Class Assessment + Attendance

10 marks

**COURSE CONTENTS:**

**E. INTRODUCTION TO SHRM**

**(10 Hours)**

- Definition, need and importance of SHRM
- Evolution of SHRM
- HRs New Role Orientation
- SHRM for Competitive Advantage
- HR strategy and HR Planning
- Behavioral Issues in Strategy Implementation
- Matching Culture with Strategy
- Human Side of Mergers and Acquisitions

**B. HR STRATEGIES**

**(10 Hours)**

- Recruitment and Retention
- Training and Development
- Performance Management
- Reward and Compensation
- Retrenchment
- Non-Traditional Approaches: Investment in Disabled Employees
- Employee Engagement
- Knowledge Management
- Talent Management
- The Role of Strategic HR Leader
- Managing Workforce Diversity

**C. INTERNATIONAL HUMAN RESOURCE MANAGEMENT(10 Hours)**

- Introduction to IHRM
- Cultural foundations of IHRM
  - i. Understanding Culture
  - ii. Major Models of National Culture
  - iii. Cultural Convergence and Divergence
  - iv. Cross Cultural Theories
  - v. Importance of Cultural Sensitivity
- Potential Cross- Cultural Problems
- IHRM trends and Future Challenges

**D. GLOBAL HUMAN RESOURCE MANAGEMENT PROCESS (12 Hours)**

- Global Human Resource Planning
- International Staffing
- Compensation and Benefits
- Global Workforce Training and Development
- Performance Management in International Organization
- International Reward systems
- Integrating two cultures-Models of people management in different cultures
- Expatriation and Repatriation
- Organizational Ethics in International Context.

## STUDY MATERIAL FOR THE SUBJECT

Following will be the study material for topics of Strategic and International Human Resource 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.

### ➤ TEXT BOOKS

- 1**     **Author's Name(s)** :Michael Armstrong  
         **Title:** Strategic Human Resource Management  
         **Edition:** IV (Rep) **Year:** 2011  
         **Publisher:** Kogen Page India Private Limited   (ibid 1)
  
- 2**     **Author's Name(s):** Jeffrey A. Mello  
         **Title:** Strategic Human Resource Management  
         **Edition:** IV**Year:** 2015  
         **Publisher:** Thomson Learning, Inc.   (ibid 2)

### ➤ REFERENCE BOOKS

- 1.**     **Author's Name(s):** Fisher, schoenfeldt, Shaw  
         **Title:** Managing Human Resource  
         **Edition:** I Indian Edition**Year:** 2009  
         **Publisher:** Cengage Learning Private Ltd   (ibid 3)
  
- 2.**     **Author's Name(s):** Kesho Prasad  
         **Title:** Strategic Human Resource Development  
         **Edition:** I Edition**Year:** 2012  
         **Publisher:** PHI Learning Pvt. Ltd   (ibid 4)
  
- 3.**     **Author's Name(s) :** Charles M. Vance, Yongsun Paik  
         **Title:** Managing a Global Workforce  
         **Edition:** II**Year:** 2011  
         **Publisher:** PHI Learning Pvt. Ltd.   (ibid 5)

## ➤ PERIODICALS

1. Fortune Journal of International Management
2. The ICFAI University Journal of Organizational Behavior
3. The International Journal of Management Digest- Focus
4. A Journal Of New Delhi Institute of Management- Review of Professional Management
- 5 IUP Journal of Management Research
- 6 Delhi Business Review
- 7 AIMS International Journal of Management
- 8 HR Magazine
- 9 Advances in Developing Human Resource
- 10 Human Resource Development Review

## LECTURE 1-4

### UNIT-I

## INTRODUCTION AND EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT

### OBJECTIVE:

The objective of the lectures is to make the students understand the concept, evolution and growing role of strategic human resource management, how it is important for business organizations and what are its importance in business organizations.

### CONTENT:

- Introduction to Strategic Human Resource Management
  - Linking of HRM with strategic goals and objectives in order to improve performance and develop organizational cultures that foster innovation and flexibility.
- Theoretical perspectives on SHRM
  - Universalistic
    - Strategic HRM is the process of transforming traditional HR practices into a limited set of correct HR procedures and policies
  - Strategic best-fit
    - SHRM involves matching specific HR practices to the firms overall business strategy

- Configurational
    - Certain bundles are effective in certain industries or in certain business conditions
  - Resource-based
    - SHRM engenders organizational success by enhancing a firm's ability to acquire, develop, utilize, and retain employees with high competence levels relevant to firm activities.
- Evolution of strategic human resource management
    - Stage I: From Personnel Management to HRM
    - Stage II: From Traditional HRM to Strategic HRM
    - Stage III: Growth of strategic Human Resources
    - Stage IV: Strategic dimension of human resource development
      - Growth and Globalization
      - Technology
      - Change
      - Human capital
  - Need and importance of SHRM
  - New role orientation of HRM
    - Organization of the future
    - Organizational downsizing
    - The employees of the future
    - Role of networks and information technology
    - Changing work design

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT -I**

**SHORT ANSWER QUESTIONS: Q1,2,6**

**LONG ANSWER QUESTIONS: Q 1,2,4,5,6**

### **OTHER ASSIGNMENTS**

- 1 ibid 3, Page 50, Q 1.1
- 2 ibid 4, Page 36, Q 1,2,3



## **REFERENCES:**

1. ibid 4, Page 3-38
2. ibid 3, Page No. 18-50

## **ARTICLES:**

1. Anil Kumar Singh, "HRM Practices and Managerial Effectiveness in Indian Business Organisation", Delhi Business Review Vol 14, No 1, January-June 2013, pp. 79-90.
2. Meera Alagaraja, "HRD and HRM Perspectives on Organizational Performance: A review of Literature", HRD Review Vol 12, No 2, June 2013, pp. 117- 143
3. Chimote Niraj and Srivastava Virendra, "Work-Life Balance Benefits: From the Perspectives of Organisations and Employees", The IUP Journal of Management Research, Vol XII, No.1, Jan 2013, pp 62-72.

## **LECTURE 5-6**

### **SHRM FOR COMPETITIVE ADVANTAGE**

#### **OBJECTIVE:**

The Objective of this lecture is to make student understand the importance of SHRM for Competitive Advantage. Also, to understand the workforce diversity and its management for overall development of the organization.

#### **CONTENT:**

- SHRM for Competitive Advantage
  - Globalization and its implications
  - Work-force Diversity
  - Changing skill requirements
  - Corporate downsizing
  - Continuous improvement programs
  - Reengineering work processes for improved productivity
  - Contingent workforce
  - Decentralized work sites
  - Employee involvement

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-I**

**SHORT ANSWER QUESTIONS: Q 3,4,5,8**

**LONG ANSWER QUESTIONS: Q 3,7,9**

### **OTHER ASSIGNMENTS**

1 ibid 4, Page 401, Q 3,4

### **TEXT BOOKS:**

1 ibid 1, Page No. 1-36

### **REFERENCES:**

- 1 ibid 3, Page No. 37-47
- 2 ibid 4, Page No. 381-383

### **ARTICLES:**

1. Sonia Taneja, Mildred Golden Pryor, Jane Whitney Gibson, Leslie A Toombs, "Organizational Renewal: Strategic Imperative", Delhi Business Review Vol 13 No1, Jan-June 2012, pp. 29-40.
2. Marilyn Y. Byrd, Diversity issues: Exploring "Critical" Through Multiple Lenses", Advances in Developing Human Resource, Volume 16, Number 4 November 2014, pp. 515-528
3. V Muthu Krishna and V G Sarangan, "Developing Organic Operations Business Operations Business Models The Role of Behavioral Research", The IPU Journal of Organizational Behavior October 2014, Vol XIII, No. 4, pp. 60-70.
4. Stephen Bevan, Next generation HR: Part two, HR Magazine, December 14, 2016
5. Amy C. Edmondson, "Strategies for Learning from Failure", HBR, April 2011, pp 42-51.

## **LECTURE 7-8**

### **INTEGRATION OF STRATEGY AND HR PLANNING**

#### **OBJECTIVE:**

Human Resource Planning plays a critical role in deciding the effective functioning of all departments in any organization. The lecture will help student understand the integration of HR into strategic planning.

#### **CONTENT:**

- Objectives of strategic human resource planning
  - Prevent overstaffing and understaffing
  - Ensure the organization has the right employees with the right skills in the right places at the right times
  - Ensure the organization is responsive to changes in its environment
  - Provide direction and coherence to all HR activities and systems
  - Unite the perspectives of line and staff managers
- Types of planning
  - Aggregate planning
    - Strategies for managing shortages
    - Strategies for managing surpluses
  - Succession planning
- **The strategic planning process**
  - Mission, goals and values statements
  - Environmental threats and opportunities
  - Organizational strengths and weaknesses
  - Goals and objectives

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**LONG ANSWER QUESTIONS: Q 10, 11, 12**

#### **TEXT BOOKS:**

1   ibid 2, Page 204-214

## **REFERENCES:**

1 ibid 3, Page No. 70-73

## **ARTICLE:**

1. Fortune Journal of International Management-Vol. V, No.2, July-December 2008. "Paradigm Shift in Alignment of Business Strategy and Human Resource Strategy pp. 49-61"

## **LECTURE 9-11**

### **BEHAVIORAL ISSUES IN STRATEGY IMPLEMENTATION**

#### **OBJECTIVE:**

Human resource management is directly related to the effective management of organizations' culture. Realizing the importance of culture management in any organization, the objective of the lecture is to analyze the human aspects for effective implementation of human resource management strategies.

#### **CONTENT:**

- Organizational culture
  - Influence of the social sciences
  - Influence of corporate commerce
  - Influence of change management
- Increasing importance of organizational culture
- Organizational culture components
  - Taboos, beliefs and values
  - Anecdotes, myths and symbols
  - Statutes, parts and behavior norms
  - Traditiona, rituals and ceremonies
  - Employees perceptions and representations
  - Typical products: clothes, buildings, offices etc.
- Tools for managing organizational culture
  - Metaphors
  - Management systems
    - Organizational development
    - Total Quality Management
    - Business Process Re-engineering

- Competence Based Management
- Organization models
  - Sustainable organizations
  - Innovative enterprises
  - Learning organizations
  - High performing organizations
- Strategies
  - Strategic alliances
  - Knowledge management
  - Flexible learning
- Different aspects of organizational culture
  - Confucian dynamism
  - Role culture
  - Task culture
  - Power culture
  - Person culture
- Factors influencing organizational culture
  - The business environment
  - Leadership
  - Management practices and the formal socialization process
  - The informal socialization process

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER QUESTIONS: Q 10**

**LONG ANSWER QUESTIONS: Q 13**

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 341, Q1-5

### **REFERENCES:**

1 ibid 4, Page No. 325-335

## **ARTICLES:**

- 1 JuliaStorberg- Walker, “What type of Leaders Are We? Understanding and Enhancing Critical Human Resource Development Identity in the United States”, *Advances in Developing Human Resource*, Volume 16, No. 4, November 2014, pp. 499-514.
- 2 Tania Nery- Kjerfve, Sehoon Kim, Minjung Kim and Gary N. McLean, *National Human Resource Developments in Brazil: Lessons from Korea*, *Human Resource Development Review*, Vol. 13, No. 4, December 2014, pp. 483-500

## **LECTURE 11-12**

### **HUMAN SIDE OF MERGERS AND ACQUISITIONS**

#### **OBJECTIVE:**

Mergers and acquisitions bring two different organizations together and such integration needs management of all aspect of human resource. The lectures will explain the different human angles of mergers and acquisition and their management for successful implementation.

#### **CONTENT:**

- Three stage model of merger and acquisition
  - Stage 1: Pre-combination
    - HR issues
      - Identifying reasons for the M&A
      - Forming M&A team/leader
      - Searching for potential partners
      - Planning for managing the process of the M and/or A
      - Planning to learn from the process
  - Stage 2: Combination-integration of the partners
    - HR issues
      - Selecting the integration manager
      - Designing teams
      - Creating new structure/strategies/leadership
      - Retaining key employees
      - Motivating the employees
      - Managing the change process
      - Communicating to and invoicing stakeholders
      - Deciding on the HR policies and practices
  - Solidification and advancement-the new entity

- HR issues
  - Solidifying leadership and staffing
  - Assessing the new strategies and structures
  - Assessing the new culture
  - Assessing the new HR P&P
  - Assessing the concerns of stakeholders
  - Revising as needed
  - Learning from the process
- Role of the HR Departments/Professionals
  - Developing key strategies for a companies M&A activities
  - Managing the soft due diligence activity
  - Providing input into managing the process of change
  - Advising top management on the merged company's new organizational structure
  - Creating transition teams
  - Overseeing the communications
  - Managing the learning processes
  - Recasting the HR department itself

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

#### **LONG ANSWER QUESTIONS: Q 8**

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page 413, Q 1,2,3,4,5,6,7

#### **TEXT BOOK:**

1 ibid 2, Page No. 401-413

#### **REFERENCES:**

1 Mahal Prabhjot Kaur, "HR Practices as determinants of Organizational commitment and employee retention", IUP Journal of Management Research, Vol XI No 4, pp. 34

## **LECTURE 13**

### **INVESTMENT PRACTICES FOR RECRUITMENT & RETENTION**

#### **OBJECTIVE:**

Retaining the talent and its proper management is very much required in today's competitive environment. The lectures will help the students to understand investment practices of HR for improved retention.

#### **CONTENT:**

- Strategies for managing employee surplus and avoiding layoffs
  - Long run
    - Hiring freezes
    - Attrition
    - Offer early retirement incentives
    - Cross-training of employees
  - Short Run
    - Loaning or subcontracting labor
    - Voluntary leaves
    - Across-the-board salary reductions
    - Redeploying employees
  - Policy
    - Greater percentage of compensation tied to performance
    - Staff at less than 100%

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT II**

**SHORT ANSWER QUESTIONS: Q 2**

**LONG ANSWER QUESTIONS: Q3, 6, 7, 9**

##### **OTHER ASSIGNMENTS**

1 ibid 2, Page 576, Q 1,2,3,4,5,6,7,8,9,10



## **TEXT BOOKS:**

1 ibid 2, Page No. 565-576

## **ARTICLE:**

1 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, pp. 59- 75.

## **LECTURE 14**

### **STRATEGICALLY ORIENTED PERFORMANCE MANAGEMENT**

#### **OBJECTIVE:**

The lectures will help students understand the role of strategy in performance management for effective appraisal system.

#### **CONTENT:**

- Performance management timeline
  - Past : data related to past performance
  - Present : allows work plans, goals, and development opportunities to be set
  - Future : resulting in the achievement of strategic objectives
- Strategic choices in performance management systems
- Reasons for failure of performance management systems
  - Process is too complicated
  - No impact on job performance
  - Possible legal challenges
  - Lack of control over process
  - No connection with rewards
  - Complexity and length of forms
- Strategies for improving the performance management system
  - Involve managers in the design of the system
  - Hold managers accountable for the performance and development of their subordinates
  - Set clear expectations for the performance
  - Set specific objectives for the system

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS: Q3,4**

**LONG ANSWER QUESTIONS: Q 3,5,11**

### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 444, Q1, 2, 3, 4

### **TEXT BOOKS:**

1 ibid 2, Page No. 428-444

### **REFERENCES:**

1 ibid 4, Page No. 127-131

### **ARTICLES:**

1. Nancy Hatch Woodward, "Being There", HR Magazine, December 2013, pp. 44-47
2. Sami Ramandeeep," An Analysis of Performance Appraisal Systems and Career Development Programs in Manufacturing sector," The IUP Journal of Management Research, Vol. XV No.3, July 2016, pp. 61- 74.

## **LECTURE 15**

### **STRATEGICALLY ORIENTED COMPENSATION SYSTEMS**

#### **OBJECTIVE:**

Compensation is of the most important parameter for motivating employees. The lectures will help students understand the role of strategy in compensation systems.

#### **CONTENT:**

- Compensation system
  - Direct

- Base pay
- Incentive pay
- Indirect
  - Legally required
  - optional
- Legal issues in compensation
- Executive compensation

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

#### **LONG ANSWER QUESTIONS: Q 5**

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 496, Q 1,2,3,4,5,6,7,8,9

#### **TEXT BOOKS:**

1 ibid 2, Page No. 483-494

### **LECTURE 16**

#### **NON TRADITIONAL INVESTMENT APPROACHES: INVESTMENT IN DISABLED EMPLOYEES**

#### **OBJECTIVE:**

The lectures will help the students to understand the importance of investment in non-traditional approaches specifically in disabled employees.

#### **CONTENT:**

- Definition of Disabled employee
  - The employee, who is working for the organization, will be termed disabled if he/she is suffering from an injury or illness which affects or restricts them from performing their job effectively.
  - There can be two types of disabled employees :
    - Disabled - while employed

- The person was fit and sound during the start of employment relationship, however, during the tenure of his/her service he turned disable, which can be either:
  - On-the-job: This is during the work hours while working at premises.
  - Off-the-job: This is not at work premises, but surely after the start of employment relationship.
- Disabled - prior to employment:
  - Here the employer is well aware of the disability yet employ the person for the job.
- Levels of possible accommodation:
  - Job Accommodation
  - Modified Work
  - Transferable Skills
  - Alternate Work
- Cost to keep disabled employee (employed)
  - The cost of training the new employee
  - Productivity of retained employee is higher
  - Cost of accommodation is lower than inducting new employee
  - Employers want to retain valued and qualified employees

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

#### **SHORT ANSWER QUESTIONS: Q 1,6**

#### **LONG ANSWER QUESTIONS: Q 2**

#### **TEXT BOOKS:**

1 ibid 2, Page No. 343-360

### **LECTURE 17**

#### **EMPLOYEE ASSISTANCE PROGRAMMES**

#### **OBJECTIVE:**

The objective of the lecture is to make students understand employee assistance programs.

## **CONTENT:**

- EAPS are used to make professional help available to the employees.
  - Typical EAPS offer assistance to employees in such areas as alcoholism, drug abuse, emotional stress, family problems and financial indebtedness.
- Characteristics of an effective EAP
  - The EAP should be staffed with competent professionals who respond to employee problems with empathy and who know what services are available in the local community.
  - The EAP should be accessible to all employees 24-hours a day, seven days a week.
  - The EAP should be advertised to all employees so that all are aware of the program.
  - The EAP should be available to all employees and their dependents.
  - The EAP must guarantee complete confidentiality.
  - The EAP staff members should be willing to meet at any location where the employee or dependent feels comfortable.

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS: Q5**

**LONG ANSWER QUESTIONS: Q 4**

### **TEXT BOOKS:**

1 ibid 2, Page No.443-460

### **LECTURE 18-19**

### **ROLE OF STRATEGIC HR LEADER**

### **OBJECTIVE:**

An effective leadership can turn the fortune of any organization. A leader can be a ladder for development. The objective of the lectures is to make student understand the various roles being played by strategic HR leader and his competencies

## **CONTENT:**

- Importance of leadership
  - Motivating employees
  - Building up morale
  - Creating confidence
- Nature of strategic HR leaders
  - Presupposes followers
  - Assumption of responsibility
  - Exemplary conduct
  - Understanding feelings and problems
  - Community of interests
  - Objectivity in relations
- Role of strategic HR leader
  - Arbitrating
  - Suggesting
  - Supplying objectives
  - Catalyzing
  - Providing security
  - Representing
  - Inspiring
  - Praising

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS: Q 7,8,9**

**LONG ANSWER QUESTIONS: Q 1,4,6,7,8,9**

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 341, Q 3

### **REFERENCES:**

1 ibid 4, Page No. 332-335

## **ARTICLE:**

- 1 Sarah A. Hezlett, Enhancing Experience-Driven Leadership development, Advances in Developing Human Resources First Published May 8, 2016.

## **LECTURE 20-21**

### **MANAGING WORKFORCE DIVERSITY**

#### **OBJECTIVE:**

The Objective of lecture is to make student understand the various challenges associated with workforce diversity and various cultural issues of expatriates.

#### **CONTENT:**

- Global business strategy
  - Export
  - Subcontract/ license
  - Joint venture
  - Subsidiary
- Various culture associated
  - Local culture
  - National culture
  - Corporate culture
- Purposes of expatriation
  - Organizational
    - Business or market development
    - Set-up, transfer, or integration of information technology
    - Manage autonomous subsidiary
    - Coordinate or integrate foreign operation with domestic
    - Fill vacant position temporarily
    - Develop local management talent
  - Individual
    - Skill development
    - Preparation for top management
    - Follow dual-career partner/spouse
- Issues to be addressed in a repatriation process
  - Career
    - Career anxiety—current place, future

- Organizational reaction
- Loss of autonomy
- Adaptation to change
- Personal
  - Logistics
  - Personal readjustment
  - Family readjustment

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

#### **LONG ANSWER QUESTIONS: Q 10,12**

#### **OTHER ASSIGNMENTS**

- 1 ibid 2, Page No. 622-623, Q 1,2,3,4,5,6,7,8

#### **TEXT BOOKS:**

- 1 ibid 2, Page No. 608-622

#### **ARTICLES:**

1. “Effects of Stress and Work Culture on Job Satisfaction”, The Icfai University Journal of Organizational Behavior -Vol. VIII, No. 2, April 2009, pp. 52-62.
2. John Qin, Kosmas X Smyrnios and ling deug “An extended Intervening Process Model Diversity, Group processes and performance” HRD Review, Vol 11 No.3 Sep 2012 pp. 269-298.
3. Ying Zhang, “Expatriate Development for Cross Cultural Adjustments: Effects of Cultural Distance and Cultural Intelligence”, HRD Review Vol 12, No 2, June 2013,pp. 177-199.
4. Hota, Ghosh, “ Analytics Approach for Workforce Management”, AIMS International Journal of Management, Vol.7, No. 3, September 2013,pp. 167-180.
5. BekFrith, Employees feeling isolated at work, HR Magazine, Online, December 15, 2016.
6. Sunny L. Munn, SanghamitraChaudhuri, Work–Life Balance: A Cross-Cultural Review of Dual-Earner Couples in India and the United States, Advances in Developing Human Resources, December 4, 2015.



## **LECTURE 22-23**

### **INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

#### **OBJECTIVE:**

Rising culture of MNCs has raised the need to study international human resource management strategies. The Objective of lecture is to make student understand the international dimensions associated with HRM issues.

#### **CONTENT:**

- Concept of IHRM
  - Definition
  - Differences between domestic and international HRM
  - Nature of international operations
  - Effective IHR strategy implementation
  - Emergence of IHRM
- Cultural foundations of IHRM
  - Understanding culture
  - The cultural environment

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

**SHORT ANSWER QUESTIONS: Q 2**

**LONG ANSWER QUESTIONS: Q 1,10,11,14**

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 632 Q 1, 2,3,4,5,6,7,8

#### **TEXT BOOKS:**

1 ibid 2, Page No. 610-632

## LECTURE 24-28

### CULTURAL FOUNDATIONS OF IHRM

#### OBJECTIVE:

The objective of the lecture is to make the students understand the different facets of culture facing the business environment. The students will be able to understand the meaning, characteristics and dimensions of culture.

#### CONTENT:

- The different facets of Culture
  - Corporate culture
  - Professional culture
  - National Cultural Differences
- Meaning of Culture
- Characteristics of Culture
  - Derived from Climatic Conditions
  - Prescribed kind of behavior
  - Practiced out of necessity
  - Subjective
  - Cumulative
  - Dynamic
- Cultural Dimensions
  - Social structure
  - Language
  - Time
  - Religion, ethics and superstition
  - Wealth and material possessions
  - Decision making
  - Bribery
- Cultural convergence and divergence
  - In the case of developing and transitional countries, the convergence argument is that differences between developing/transitional countries and industrialized countries are the product of technological, economic, legal and political conditions, and that as those conditions are converging rapidly, they can be discounted as an influence on organizational behavior (Negandhi and Prasad, 1979).

- The divergence argument is that there are deep-seated cultural differences between countries, which render Western management theories, including those about HRM, inapplicable in different cultural settings (Hofstede, 1980).
- Managing Diversity within and across culture
  - Making adjustments wherever necessary
  - Communication
  - Cost Benefit Change
  - Value systems
  - Resistance to too much change
  - Participation
  - Opinion Leaders
  - Timing
  - Learning abroad
- Importance of cultural sensitivity
- Potential cross cultural problems
- Cultural Adaptation through sensitivity training

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

**SHORT ANSWER QUESTIONS:** Q 1,3,4,5

**LONG ANSWER QUESTIONS:** Q 2,3,4,5,8,9,12,13,15,16

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 622-623, Q 1,2,3,4,5,6,7,8

#### **TEXT BOOKS:**

1 ibid 2, Page No. 608-622

#### **ARTICLES:**

1. Michael E. Pepe, “How to Bridge Generation Gaps”, HR Magazine, February 2013, pp. 40-43.

2. Manish Madan&Esha Jain, Impact Of Organizational Culture & Climate On Managerial Effectiveness An Empirical Study, Delhi Business Review , Vol. 16, No. 2, July - December 2015.

## **LECTURE 29-30**

### **MODELS FOR UNDERSTANDING CULTURAL ENVIRONMENT**

#### **OBJECTIVE:**

The objective of the lectures is to make students understand the different aspects of culture given by Edward T Hall who explained the variations in culture through non-verbal communication.

The students will also learn Hofstede Model of Culture which studied culture and its affect in 5 dimensions due to difference in mental programming.

#### **CONTENT:**

- Edward T Hall Study  
According to Hall (1960), cultures differ in the way they communicate through non-verbal means or '**silent language**'. They identify six 'silent languages':
  - Time
  - Space
  - Material goods
  - Friendships
  - Agreements
  - Context.
- Culture - GertHofstede's Model  
Based on his IBM study in 72 different countries, Hofstede identifies five of these differences in mental programming, which he calls
  - Five dimensions
    - Power distance
    - Collectivism versus Individualism
    - Femininity versus Masculinity
    - Long-term versus Short-term orientation
    - Uncertainty avoidance
  - Criticisms
    - Every micro-location is typical of the national
    - Respondents were already permanently 'mentally programmed' with

three non-interacting cultures

- The main dimensions of a national culture can be identified by questionnaire response difference analysis

- That 'identified' in the workplace is unaffected by location

➤ Sensitivity Training

## **ASSIGNMENT FROM QUESTION BANK:**

### **UNIT III**

**LONG ANSWER QUESTIONS:** Q 6,7

### **OTHER ASSIGNMENT**

1. ibid 1: Page No. 88; Q 2

## **SUGGESTED READINGS:**

### **REFERENCES:**

1 ibid 2 Page No. 60-65

2 ibid 1 Page No. 60-61

## **LECTURE 31**

### **IHRM TRENDS AND FUTURE CHALLENGES**

#### **OBJECTIVE:**

The Objective of lecture is to make student understand the various future challenges and new HRM trends faced by HR managers.

#### **CONTENT:**

➤ Factors affecting IHRM

- Differences in labor market characteristics
- Cultural differences
- Differences in regulatory environment
- Attitudes towards employment
- Difference in conditions of employment

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

#### **LONG ANSWER QUESTIONS: Q 17**

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 622-623, Q 1,2,3,4,5,6,7,8

#### **TEXT BOOKS:**

1 ibid 2, Page No. 608-622

#### **ARTICLES:**

1. Nil SelenayErden and ErdalTekarsian, “ Are Organizational citizens betrayed? An exploratory study in the Turkish context”, The IPU Journal of Organizational Behavior October 2014, Vol. XIII, No. 4, pp. 7-18.
2. Organizational Citizenship Behavior: Managing Interpersonal Conflicts at the Workplace”, The IPU Journal of Organizational Behavior October 2014, Vol. XIII, No. 4, pp. 7-18.

### **LECTURE 32-33**

#### **GLOBAL HUMAN RESOURCE PLANNING**

**OBJECTIVE:** The lecture intends to enable the students understand the advantages of integrating human resources with global planning. Also it helps to comprehend an organization’s competitive environment influences strategic planning.

#### **CONTENT:**

- Concept of Human Resource Planning
- Concept of Global Human Resource Planning
- Linking Global 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

### **ASSIGNMENT FROM QUESTION BANK:**

#### **UNIT IV**

#### **SHORT ANSWERS QUESTIONS: Q 1**

#### **LONG ANSWERS QUESTIONS: Q1, 8, 9, 16, 17**

#### **OTHER ASSIGNMENT:**

- 1 ibid 1, Page No. 5.19, Q 1-7
- 2 ibid 2, Page No. 66, Q 1-3
- 3 ibid 3, Page No. 81, Q 1, 2,4,5,6
- 4 .ibid 4, Page No. 67. Q1, 4, 6, 7
- 5 ibid 5, Page No. 158, Q1, 2, 3

#### **SUGGESTED READINGS:**

##### **TEXT BOOK:**

- 1 ibid 1, Page No.5.4-5.7
- 2 ibid 2, Page No. 52-66
3. ibid 3, Page No. 48-79
4. ibid 4, Page No. 51-54

##### **REFERENCES:**

- 1 ibid 4, Page No. 51-53
- 2 ibid 5, Page No. 125-155

## **ARTICLE:**

1. Sreekumar P, SHRM –Managing Employees In Knowledge Intensive Firms, HRM Review, the ICFAI university Press, Vol. VIII, issue V, May 2008, pp. 40-43.

## **LECTURE 34-35**

### **INTERNATIONAL COMPENSATION MANAGEMENT**

**OBJECTIVE:** The objective of this lecture is to introduce the students with the whole concept of International Compensation.

#### **CONTENT:**

- Compensation
  - Concept of Compensation
  - Compensation Management
  - Contingent factors in Compensation Plan
  - Wage Salary Differentials
  - Wage Structure
  - Methods of Wage Payment
  - Meaning of Wage Incentives
  - Essentials of Sound Incentive Plan
  - Types of Wage Incentive Plans
  - Concept of Profit sharing
  - Labour Co-Partnership
  - Fringe Benefits

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**LONG ANSWER QUESTIONS:** Q 5,14

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 16.23, Q 6,8,9,10,12,13
- 2 ibid 2, Page No. 326, Q 1,2
- 3 ibid 5, Page No. 352, Q1, 2, 3.



## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 16.1-16.27, 17.1-17.21
- 2 ibid 2, Page No. 284-326

### **REFERENCES:**

- 1 ibid 5, Page No. No 413-483
- 2 ibid 5, Page No. 324-352

## **LECTURE 36-37**

### **GLOBAL WORKFORCE TRAINING AND DEVELOPMENT**

#### **OBJECTIVE:**

The objective of this lecture is to introduce the students with the whole concept of global workforce Training and Development along with the overall concept of Executive development

#### **CONTENT:**

- 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 IV**

#### **LONG ANSWER QUESTIONS: Q 15,19**

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 9.21, Q 15, 18, 22
- 2 ibid 2, Page No. 234, Q 5,7
- 3 ibid 5, Page No. 236, Q 1, 2, 3

#### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No. 9.3-9.27, 10.1-10.21
- 2 ibid 2, Page No. 205-233

#### **REFERENCES:**

- 1 ibid 4, Page No. 137-167
- 2 ibid 5, Page No. 210-236
- 3 Hand Outs given in a class

#### **ARTICLES:**

1. M Gail Derrick, Human Resource Development, HRM Review, ICFAI University Press, Vol. IX, issue V, May 2009, pp.19-22.
2. Thomas N. Garavan, David McGuire, Monica Lee, "Reclaiming the "D" in HRD, A Typology of Development Conceptualizations, Antecedents, and Outcomes", HRD Review, September 28, 2015; pp. 359–388.

## **LECTURE 38-39**

### **PERFORMANCE MANAGEMENT IN INTERNATIONAL ORGANIZATIONS**

**OBJECTIVE:** The objective of this lecture is to introduce the students with the whole concept of Performance and Potential Appraisals in International organizations.

#### **CONTENT:**

- Performance and Potential Appraisal
  - Concept of Performance Appraisal
  - Objectives of Performance Appraisal
  - Importance of Performance Appraisal
  - Performance Appraisal Process
    - Establishing Performance Standards
    - Communicating the Standards
    - Measuring Performance
    - Comparing the actual with the Standards
    - Discussing the Appraisal
    - Taking Corrective Actions
  - Limitation of Performance Appraisal
  - Essentials of an Effective Performance Appraisal System
  - Techniques of Performance Appraisal
  - Performance Appraisal through MBO
  - 360 Degree Appraisal Technique
  - Performance Appraisal of Managers
  - Performance Appraisal Interview
  - Potential Appraisal

#### **ASSIGNMENTS FROM QUESTION BANK:**

##### **UNIT IV**

**SHORT ANSWER QUESTIONS: Q 5**

**LONG ANSWER QUESTIONS: Q 5,20**

#### **OTHER ASSIGNMENTS:**

- 1 ibid 1, Page No. 14.31, Q 4, 9,13,16,18
- 2 ibid 2, Page No. 280, Q 4
- 3 ibid 4, Page No. 185-186, Q 1, 2
- 4 ibid 5, Page No. 311-312, Q1, 2, 3

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 14.3-14.37
- 2 ibid 2, Page No. 238-271

### **REFERENCES:**

- 1 ibid 5, Page No. 283-311

## **LECTURE 40-42**

### **MANAGING WORKFORCE DIVERSITY AND CULTURAL ISSUES OF EXPATRIATES**

#### **OBJECTIVE:**

The Objective of lecture is to make student understand the various challenges associated with workforce diversity and various cultural issues of expatriates.

#### **CONTENT:**

- Global business strategy
  - Export
  - Subcontract/ license
  - Joint venture
  - Subsidiary
- Various culture associated
  - Local culture
  - National culture
  - Corporate culture
- Purposes of expatriation
  - Organizational
    - Business or market development
    - Set-up, transfer, or integration of information technology
    - Manage autonomous subsidiary
    - Coordinate or integrate foreign operation with domestic
    - Fill vacant position temporarily
    - Develop local management talent
  - Individual

- Skill development
- Preparation for top management
- Follow dual-career partner/spouse
- Issues to be addressed in a repatriation process
  - Career
    - Career anxiety—current place, future
    - Organizational reaction
    - Loss of autonomy
    - Adaptation to change
  - Personal
    - Logistics
    - Personal readjustment
    - Family readjustment

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT IV**

**SHORT ANSWER QUESTIONS: Q 2,3,4**

**LONG ANSWER QUESTIONS: Q 2,3,6,10,12,13**

#### **OTHER ASSIGNMENTS**

1 ibid 2, Page No. 622-623, Q 1,2,3,4,5,6,7,8

#### **TEXT BOOKS:**

1 ibid 2, Page No. 608-622

#### **ARTICLES:**

- 1 Sally Sambrook and Rob. F.Poell, “ International Critical Perspectives”, Advances in Developing Human Resource, Vol. 16, Number 4, November 2014, pp. 471-480.
- 2 Tomika W. Greer, “Using HRD to Support Repatriates: A Framework for Creating an Organization Development Strategy for Repatriation”, First Published January 19, 2016; pp. 101–122.
- 3 Julia M. Fullick-Jagiela, Amy Klemm Verbos, Christopher William Wiese, “Relational Mentoring Episodes as a Catalyst for Empowering Protégés: A Conceptual Model”, HRD Review, October 19, 2015; pp. 486–508.
4. Harold Andrew Patrick and Vincent Raj Kumar, “Managing Workplace Diversity: Issues and Challenges”, Sage Open, April-June, 2012; pp. 1-15.

# **LECTURE PLAN**

## **ORGANIZATION DEVELOPMENT**

**MS - 230**

**COURSE OUTLINE  
MBA IV SEMESTER  
ORGANIZATION DEVELOPMENT - MS 230**

**L-3, Credits-3**

**OBJECTIVES**

For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

**INTERNAL ASSESSMENT AND ASSIGNMENTS** **25 marks**

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

**COURSE CONTENTS**

**1. Introduction to Organizational Development** (10 Hours)

- Introduction to Organizational Development
  1. Definition
  2. Nature and
  3. Characteristics of Organization Development,
- Managing the Organization Development Process
- Theories of Planned Change
  1. Goals
  2. Values and
  3. Assumptions of OD
- Role and Competencies of the OD practitioner.

**2. Organizational Development Interventions** (12 Hours)

- The Diagnostic Process
- Introduction to OD Interventions
- Diagnosis at the Organization level
- Diagnosis at the Group level
- Diagnosis at the Individual level
- Data Collection Process
- Diagnostic Methods

- Challenges in Diagnosis
- Diagnostic Information Feedback
  1. Characteristics of Effective Feedback
  2. Survey Feedback
- Characteristics of Effective Interventions
- Designing Interventions
- The Intervention Process.

### **3. Designing Organizational Structures**

(10 Hours)

- Human Process and HRM Intervention
  1. Sensitivity Training
  2. Process Consultation
  3. Third-Party Interventions
  4. Team Building
- Organization Confrontation Meeting
- Intergroup Relations Interventions
- Large Group Interventions
  1. Grid OD
  2. System 4 Management
  3. Role Playing
- Employee Empowerment
- Performance Management Systems
- Employee Wellness Interventions
- Career Planning
- Goal Setting
- MBO.

### **4. Key Issues in Organizational Development**

(10 Hours)

- Techno Structural and Strategic Interventions
  1. Restructuring Organizations
  2. Job Enrichment,
- Sociotechnical Systems
- TQM and Quality Circles
- Culture Change
- Self –Designing Organizations
- Learning Organizations
- Challenges and Future for the Organization
- Future trends in OD
- Ethical Issues in Organizational Development.



## STUDY MATERIAL FOR THE SUBJECT

The following should be the study material for the subject. The students are advised to go through the material for developing thorough understanding of the subject.

### ➤ TEXT BOOKS

1. **Authors' Names:** Wendell L. French and Cecil H. Bell  
**Title:** Organization Development – Behavioral Science Interventions for Organization Improvement  
**Edition:** Sixth **Year:** 2008  
**Publisher:** Prentice Hall of India Pvt. Ltd. (ibid 1)
2. **Authors' Names:** Thomas G. Cummings and Christopher G. Worley  
**Title:** Organization Development and Change  
**Edition:** Ninth **Year:** 2012  
**Publisher:** Cengage Learning India Pvt. Ltd. (ibid 2)

### ➤ REFERENCE BOOKS

1. **Authors' Names:** C.S.G. Krishnamacharyulu, LalithaRamakrishnan  
**Title:** Organizational Development  
**Edition:** First **Year:** 2014  
**Publisher:** PHI (ibid 3)
2. **Authors' Names:** Kavita Singh  
**Title:** Organizational Change and Development  
**Edition:** Second **Year:** 2010  
**Publisher:** Excel Books (ibid 4)
3. **Authors' Names:** S. Ramnarayan, T. V. Rao & Kuldeep Singh  
**Title:** Organizational Development – Interventions & Strategies  
**Edition:** First **Year:** 2010 reprint  
**Publisher:** Response Books (ibid 5)

## ➤ JOURNALS

1. HR Review
2. Advances in Developing Human Resources
3. Series on Management & Organizational Development :The Path from XA to YB , by Chris Argyris, New York McGrawhill
4. Organisational development and change management ,burnes, b., 2009, in journal of change management.
5. Article: The past, present and future of organization development: Taking the long view, Bernard Burnes, Bill Cooke, Published in July 4, 2012 in Sage journal <http://journals.sagepub.com/doi/10.1177/0018726712450058>
6. Bartunek, Jean M. and Moch, Michael K - First Order, Second Order and Third Order Change and OD Interventions: A cognitive Approach, in The Journal of Applied Behavioural Science, vol. 22, no. 4, p.483-500.
7. Article on OD interventions for change management plan Dec 2014, Pankaj Gupta, in <https://www.peoplesmatters.in/article/.../od-interventions-for-change-management-plan>.
8. Article on Preparing for Change: 2018 Organizational Development Trends Darleen DeRosa — November 17, 2017 <https://www.business2community.com/leadership/preparing-change-2018-organizational-development-trends-0195713>
9. Change Management & Organization Development: A Selected Bibliography , by Fred Nickols • 2010 in [www.nickols.us](http://www.nickols.us)

## LECTURES 1 - 3

### INTRODUCTION TO ORGANIZATION DEVELOPMENT

#### OBJECTIVE

Organization Development is the applied behavioral science discipline dedicated to improving organizations and the people in them through the use of the theory and practice of planned change. Organizations face multiple challenges and threats today and hence keeping these healthy in today's world is a daunting task. One possible solution to this is the Organization Development strategy. OD is a process for teaching people how to solve problems, take advantages of opportunities and learn how to do that better over time. The aim of these lectures is to acquaint students with the concept of Organization development and help them appreciate its significance in the modern business world.

## CONTENTS

- Introduction to Organization Development
  - Meaning of Organization Development
  - Definition of Organization Development
  - Characteristics
    - Planned long term effort
    - System wide change
    - Emphasizes change in culture
    - Educational strategy
    - Uses behavioral science knowledge
    - Focuses on practice
    - Recognizes the importance of collaborative management
    - Requires services of a change agent
  - Objectives
  - Need
  - History of Organization Development
    - Laboratory and Training Stem
    - Survey Research and Feedback system
    - Action Research stem
    - Socio-technical and Socio-clinical Stem
    - Second Generation OD
      - ✓ Interest in Organizational Transformation
      - ✓ Interest in Organizational Culture
      - ✓ Interest in Learning Organization
      - ✓ Interest in Teams
      - ✓ Interest in TQM
      - ✓ Interest in Visioning and Future Search
      - ✓ Getting the whole system in a room
  - Comparison of OD and Traditional Training Programmes
  - OD in Indian Industry
  - Criticism of OD
  - Assumptions of OD
  - Values and Beliefs of OD
  - OD Practitioner
    - Meaning
    - Competencies of an Effective OD Practitioner
    - Role
    - Professional OD Practitioner

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER QUESTIONS:** 1, 10, 11, 20, 21

**LONG ANSWER QUESTIONS:** 1, 6, 11, 15, 22, 31, 32

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 24, Q 1-4

### **SUGGESTED READINGS**

#### **TEXT BOOKS**

1 ibid 1, Page No. 1-5, 24-30, 32-53, 62-70

2 ibid 2, Page No. 18-30

#### **REFERENCE BOOKS**

1 ibid 4, Page No. 3 – 24, 183 - 200

2 ibid 5, Page No. 188-193

3 ibid 3, Page No. 1-20

#### **ARTICLE:**

1 Gary N. Mclean, Min-HsinKuo, Nadir N. Budhwani, SiripornYaminill&BusayaVirakul, “Capacity Building for Societal Development: Case Studies in Human Resource Development” Advances in Developing Human Resources, Vol. 14, No. 3, Aug. 2012, pp. 251-263

### **LECTURES 4 - 6**

#### **THEORIES OF PLANNED CHANGE**

#### **OBJECTIVE:**

These lectures would describe the theories of planned change with their comparison and application.

## **CONTENTS:**

- Kurt Lewin's Model
- Action Research Model
- The Positive Model

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT I**

**SHORT ANSWER QUESTIONS:** 2, 3, 4, 5, 6, 10, 12, 13, 22

**LONG ANSWER QUESTIONS:** 2, 3, 4, 5, 12, 13, 16, 28

### **UNIT IV**

**SHORT ANSWER QUESTION:** 5

**LONG ANSWER QUESTIONS:** 5, 6 and 7

## **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 42, Q.1 – 5

## **SUGGESTED READINGS**

### **TEXT BOOK:**

1 ibid 2, Page No. 37-56

### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 29-51
- 2 ibid 3, Page No. 161 - 190

## **ARTICLE:**

- 1 JongimByun&KiungRyu, "Changes in Regional Communities: The Case of the Republic of Korea's Lifelong Learning City Project" *Advances in Developing Human Resources*, Vol. 14, No. 3, Aug. 2012, pp. 279-290.

## **LECTURES 7 - 10**

### **MANAGING THE OD PROCESS**

#### **OBJECTIVE:**

These lectures aim at deliberating on the various phases of the OD Process and elucidate the various OD Programme Management components.

#### **CONTENTS**

- Introduction the OD Management Process
- Components of the OD Process
  - Diagnosis
  - Action
  - Programme management
- Diagnosis
  - Meaning
  - Importance
  - Diagnosing Systems and its Subunits
    - Total organization
    - Large complex and heterogeneous subsystems
    - Small, simple and relatively homogeneous subsystems
    - Interface or inter-group subsystems
    - Dyads/triads
    - Individuals
    - Roles
    - Between organization systems constituting a supra-system
  - Diagnosing Processes
    - Communication patterns, styles and flows
    - Goal setting
    - Decision making
    - Problem solving
    - Action planning

- Conflict resolution and management
- Managing interface relations
- Superior – subordinate relations
- Technical and engineering system
- Strategic management and long-range planning
- Organizational learning
- The six-box model
- Third wave consulting
- Action Component
  - Meaning of OD Interventions
  - Nature of ODIs
  - Discrepancy Analysis
- Programme Management Component
  - Phases of OD Programmes
    - Entry
    - Contracting
    - Diagnosis
    - Feedback
    - Planning change
    - Intervention
    - Evaluation
  - Model of effective change management
  - Managing successful organizational transformations

### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS:** 7, 8, 9, 10 and 14

**LONG ANSWER QUESTIONS:** 7, 8, 9, 10, 15, 18, 24

### **SUGGESTED READINGS**

### **TEXT BOOK:**

1 ibid 1, Page No. 105 - 128

## LECTURES 11 - 15

### INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

#### OBJECTIVE:

Organization Development Interventions (ODIs) are the action component of the OD strategy. These are sets of structured activities in which selected organizational units engage in a task or a sequence of tasks with the goals of organizational improvement and individual development. These lectures would throw light on this action thrust of organizational development.

#### CONTENTS

- Meaning of ODIs
- Characteristics of ODIs
- Effective Interventions
  - Meaning
  - Designing
- Contingencies to ODIs
  - Contingencies related to the change situated
    - Readiness for change
    - Capability to change
    - Cultural context
    - Capabilities of change agent
  - Contingencies related to target of change
    - Organizational issues
      - ✓ Strategic issues
      - ✓ Technology and structure issues
      - ✓ HR issues
      - ✓ Human process issues
    - Organizational levels
- Outcomes of ODIs
  - Feedback
  - Awareness of changing socio-cultural norms or dysfunctional current norms
  - Increased interaction and communication
  - Confrontation
  - Education
  - Participation
  - Increased accountability
  - Increased energy and optimism



➤ Classification of ODIs

- Based on Objectives
  - Diagnostic activities
  - Team-building activities
  - Intergroup activities
  - Survey feedback activities
  - Education and training activities
  - Techno structural or structural activities
  - Process consultation activities
  - Grid organization development activities
  - Third-party peacemaking activities
  - Coaching and counseling activities
  - Life and career planning activities
  - Planning and goal setting activities
  - Strategic management activities
  - Organizational transformation activities
- Based on Target Groups
  - Individuals
  - Dyads/triads
  - Teams and groups
  - Inter-group relations
  - Total organization

➤ Diagnosis at the

- Organizational level
- Group level
- Individual level

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT II**

**SHORT ANSWER QUESTIONS:** 1, 2, 13, 16, 26, 27, 29

**LONG ANSWER QUESTIONS:** 1, 2, 3, 4, 5, 6, 8, 10, 11, 15, 23

**OTHER ASSIGNMENTS**

1 ibid 4, Page No. 263, Q 1 - 7

## **SUGGESTED READINGS**

### **TEXT BOOKS**

- 1 ibid 1, Page No. 145 – 154
- 2 ibid 2, 105, 120, 126, 183 – 189; 272 - 278

### **REFERENCE BOOKS**

- 1 ibid 4, Page No. 251 – 263
- 2 ibid 3, Page No. 249-268

### **ARTICLES:**

- 1 Ingo Stolz, “InOrder to Stay Relevant: OD and HRD for Corporate Citizenship”, Advances in Developing Human Resources, Vol. 14, No. 3, Aug. 2012, pp. 291- 304
- 2 Elisabeth Johansson, Lars Witell, ÅsaRönnbäck, (2013) "Using interventions to change the quality profile of an organisation", International Journal of Quality and Service Sciences, Vol. 5 Iss: 1, pp.32 – 45,

## **LECTURES 16 - 18**

### **DIAGNOSTIC INFORMATION FEEDBACK**

#### **OBJECTIVE:**

Diagnostic Information feedback forms an important step in the diagnostic process. These lectures intend to discuss the same.

#### **CONTENTS:**

- Meaning of diagnostic information feedback
- Characteristics of effective feedback
- Survey feedback
- Designing Interventions

#### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS:** 4, 5, 6, 12, 17, 19, 25, 30

**LONG ANSWER QUESTIONS:** 3, 4, 1, 20, 21, 23

**OTHER ASSIGNMENTS**

1 ibid 4, Page No. 228, Q 1 - 8

**SUGGESTED READINGS**

**TEXT BOOK:**

1 ibid 2, Page No. 152-160, 164-172

**REFERENCE BOOKS:**

1 ibid 4, Page No. 203 - 230

2 ibid 3, Page No. 221 - 243

**LECTURES 19 - 21**

**SENSITIVITY TRAINING, THIRD-PARTY PEACE MAKING INTERVENTIONS AND INTER-GROUP INTERVENTIONS**

**OBJECTIVE:**

These lectures aim at acquainting students with the various interventions aimed at improving inter-group relations in an organization. The lecture would elucidate the various strategies for reducing inter-group conflict. This would also discuss third-party peacemaking as a conflict resolving intervention.

**CONTENTS:**

➤ Sensitivity Training

- Meaning
- History
- Procedure
  - Unfreezing
  - Development of new values
  - Refreezing
- Objectives
  - Increased understanding, insight, and self-awareness about one's own behavior and its impact on others

- Increased understanding and sensitivity about the behavior of others,
- Better understanding and awareness of group and inter-group processes,
- Increased diagnostic skills
- Improvement in individuals' ability to analyze and monitor their own behavior
- Inter-group Team Building Interventions
  - Blake, Mouton and Shepard's Technique of inter-group conflict resolution
- Third party peace making interventions
  - Meaning and concept
  - Walton's Approach
  - Principled Negotiations
  - Two-person conflict management design
- Organization Mirror Interventions
- Partnering

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT I**

**SHORT ANSWER QUESTIONS:** 7, 8, 9, 18, 22, 23, 31

**LONG ANSWER QUESTIONS:** 5, 9, 12, 14, 23

### **SUGGESTED READINGS**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 180 – 187
- 2 ibid 2, Page No. 301 – 309

#### **REFERENCE BOOK:**

- 1 ibid 3, Page No. 383 - 390

## LECTURES 22 – 25

### TEAM INTERVENTIONS

#### OBJECTIVE:

These lectures aim at acquainting students with the various interventions designed for ensuring effectiveness of teams. The lectures would explain some of the most popular techniques and exercises of team building.

#### CONTENTS:

- Introduction to teams
  - Meaning and concept
  - Importance
  - Types
    - Work teams
    - Problem solving teams
    - Cross functional teams
    - Self managed work teams
  - Effective teams
  - High-performance teams
- Team building
  - Meaning and concept
  - Importance
  - Strategies
- Team building interventions
  - Formal group diagnostic meeting
  - Formal group team-building meeting
  - Process consultation interventions
    - Meaning
    - Principles for process consultation
    - Basic process interventions
      - ✓ Individual interventions
      - ✓ Group intervention
    - Results of process consultation
  - Gestalt approach to team building
- Techniques and exercises in team building
  - RAT (Role Analysis Technique)
  - Interdependency exercise

- RNT (Role Negotiation Technique)
- Appreciation and concern exercise
- Responsibility charting
- Visioning
- Force-field analysis
- Constructive intervention

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS:** 4, 5, 6, 12, 18, 19, 20, 21, 24,

**LONG ANSWER QUESTIONS:** 3, 4, 15, 20, 24

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 280, Q 1 - 8

### **SUGGESTED READINGS**

#### **TEXT BOOK:**

1 ibid 1, Page No. 155 – 177

#### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 265 – 280
- 2 ibid 3, Page No. 365 - 383

#### **ARTICLES:**

- 1 Willaim C. McDowell, Andrew O. Herdman, Joshua Aaron, “Charting the course: The effects of team charters on emergent behavioural norms”, Organizational Development Journal, Vol. 20, No. 1, Spring 2011, pp. 79 – 90
- 2 Donald C. Mosley, Dennis Keith Patrick, “Leadership and Followership: The dynamic process of building high performance cultures”, Organizational Development Journal, Vol. 29, No. 2, Summer 2011, pp. 85 – 100.

## LECTURES 26 – 28

### OTHER OD INTERVENTIONS

#### OBJECTIVE:

Comprehensive interventions of organization development would be discussed in these lectures.

#### CONTENTS:

- Beckhard's Organisation Confrontation Meeting
  - Meaning
  - Procedure
    - Climate setting
    - Information collecting
    - Information sharing
    - Priority setting and group action planning
    - Immediate follow-up by the top team
    - Progress review
- Large Group Interventions
- Survey feedback
  - Concept
  - Process
- Systems 1 – 4T
  - Concept
  - System 1
  - System 2
  - System 3
  - System 4
  - Appreciative inquiry
- Grid organization development
  - Concept
  - Phases
    - Prephase 1
    - Phase 1: The Managerial Grid
    - Phase 2: Teamwork Development
    - Phase 3: Intergroup Development
    - Phase 4: Developing an ideal Strategic Corporate Model
    - Phase 5: Implementing The Ideal Strategic Model
    - Phase 6: Systematic Change

- Performance Management Systems
- Employee Wellness Interventions
- Career Planning

### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS:** 2, 10, 11, 12, 16, 18, 21, 28

**LONG ANSWER QUESTIONS:** 6, 9, 10, 12

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 310, Q 1 - 7

### **SUGGESTED READINGS**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 190 – 216
- 2 ibid 2, Page No. 262 – 321, 452 – 463, 478 – 485

#### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 295 - 310

### **LECTURES 29 – 31**

### **MBO & ROLE PLAYING**

#### **OBJECTIVE:**

The essence of MBO is participative goal setting, choosing course of actions and decision making. An important part of the MBO is the measurement and the comparison of the employee's actual performance with the standards set. In these lectures the concept, process and/or applicability of the techniques of Management by Objectives and Role Playing would be discussed in reference to the organization development strategy.



## CONTENTS:

- Management by Objectives (MBO)
  - Meaning and Definition
  - Potential Benefits of MBA
    - Improvement in Productivity
    - Self-control
    - Improved Communication
    - Motivation
    - Realistic approach to setting objectives
  - Process
    - Setting of Objectives
    - Revision of organization structure
    - Establishing check-points
    - Appraisal of performance
  - Limitations
    - Poor planning
    - Lack of training
    - Lack of follow up
    - Inflexibility
  - Making MBO Effective
    - Work group involvement
    - Joint manager-subordinate goal setting
    - Establishment of action plans for goals
    - Establishment of criteria, or yardsticks of success
    - Review and recycle
    - Maintenance of records
  - Collaborative Management by Objectives
- Role - Playing
  - Concept
  - Benefits
    - Interpersonal skills
    - Communication skills
    - Conflict resolution
    - Developing insights
    - Group-decision making
  - Types
    - Multiple role play
    - Single role play
    - Role rotation

- Spontaneous role play

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT II**

**SHORT ANSWER QUESTIONS:** 15, 19, 20

**LONG ANSWER QUESTIONS:** 8, 10

### **OTHER ASSIGNMENTS**

1. ibid 4, Page No. 292, Q 1 - 7

### **SUGGESTED READINGS**

#### **TEXT BOOKS:**

1. ibid 1, Page No. 224 – 225
2. ibid 2, Page No. 447 – 451

#### **REFERENCE BOOK:**

1. ibid 4, Page No. 288-289

### **LECTURES 32 – 35**

## **DESIGNING ORGANIZATIONAL STRUCTURES AND CULTURE CHANGE**

### **OBJECTIVE:**

Businesses require structure to grow and be profitable. Designing an organization structure helps top management identify talent that needs to be added to the company. Organizational design serves as the foundation on which all company operations are built, including such vital factors as the grouping of employees within different departments and the formal managerial hierarchies within a company. Savvy early stage organizational design choices can create a foundation for success, allowing an organization to develop a strong company culture, grow in response to increasing demand and adapt to changes in the marketplace. In these lectures, the concept of organizational structure and design would be explained.

## CONTENTS:

- Introduction to Organization
  - Concept
  - Nature
    - Common purpose
    - Division of labor
    - Authority structure
    - People
    - Communication
    - Coordination
    - Environment
    - Rules and regulations
- Introduction to organization design
  - Meaning
  - Approaches
    - Classical approach
    - Task-technology approach
    - Environmental approach
  - Factors affecting organization design
    - Strategies
      - a. Porter's competitive strategies
        - i. Low-cost leadership
        - ii. Focus
        - iii. Differentiation
      - b. Miles and Show's strategy typology
        - i. Prospector
        - ii. Defender
        - iii. Analyzer
        - iv. Reactor
    - Other factors
      - a. Environment
      - b. Technology
      - c. Size and life-cycle of the organization
      - d. Culture
  - Models of organizational design
    - Mechanistic model
    - Organic model
    - Matrix model
- Designing organization structure

- Meaning of organization structure
- Need and significance of organization structure
- Principles of organization
- Factors affecting organization structure
- Decisions in organization structure
- Dimensions of organization structure
  - Formalization
  - Centralization
  - Complexity
- Process of designing organization structure
  - Identification of activities
  - Grouping of activities
  - Assignment of duties
  - Delegation of authority

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT III**

**SHORT ANSWER QUESTIONS:** 1, 4, 5, 6, 9 and 10, 11, 12, 14, 15

**LONG ANSWER QUESTIONS:** 1 – 4 and 6 - 11

#### **SUGGESTED READINGS**

#### **REFERENCE BOOK:**

1 ibid 3, Page No. 67 - 105

#### **ARTICLES:**

- 1 Joseph Cangemi, Randy Davis, Thomas Sand, Jerry Lott, “Three levels of organizational challenges and change: needed three different styles of leadership”, *Organizational Development Journal*, Vol. 29, No. 1, Spring 2011, pp. 27 – 32
- 2 Simone C.O. Conceicao and Brian A. Altman, “Training and development process and organizational culture change”, *Organizational Development Journal*, Vol. 29, No. 1, Spring 2011, pp.33 – 44
- 3 Ronald E. Purser, “Developing Awareness of Time in organizational Change”, *Organizational Development Journal*, Vol. 29, No. 1, Spring 2011, pp.45 – 62

- 4 Steven H. Cady, Jane V. Wheeler, Jeff De Wolf, Michelle Brodke, “Mission, Vision and Values: What do they say?”, Organizational Development Journal, Vol. 29, No. 1, Spring 2011, pp. 63 – 78
- 5 Victoria M. Grady, Beverly Magda, James D. Grady, “Organisational Change, Mental Models and stability: Are they mutually exclusive or inextricably linked?”, Organizational Development Journal, Vol. 29, No. 3, Fall 2011, pp.9 – 22

## **LECTURES 36 – 37**

### **LEARNING ORGANIZATION**

#### **OBJECTIVE:**

Humans are now holding the biggest and most powerful empire ever seen on earth. A living organization which in fact needs training and learning to develop and survive in today's ever changing economy. Unless an organization can cope with it changing environment, it will die. It is thus crucial that an organization constantly strive to learn more about its environment and the people involved with the organization. In these lectures, the concept of Learning Organization, its various practices and components would be discussed.

#### **CONTENTS:**

- Learning Organization
  - Concept
  - Need
  - Values
  - Practices of learning organizations
    - Openness
    - Systems thinking
    - Creativity
    - Proactive approach
    - Empathy and sensitivity
    - Institutionalized learning
    - Leadership
    - Fostering positive mindset
    - Learning from mistakes
    - Risk taking
  - Comparison of Traditional and Learning Organizations
  - Components of learning organizations
    - Systems thinking

- Personal mastery by continual learning mode
  - Mental models
  - Shared vision
  - Team learning
- Boundaryless organization - Concept

### **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT III**

**SHORT ANSWER QUESTIONS:** 2, 3, 4 and 7, 11, 14

**LONG ANSWER QUESTIONS:** 5, 9, 12

### **OTHER ASSIGNMENTS**

1 ibid 4, Page No. 337, Q 1 - 5

### **SUGGESTED READINGS**

### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 323-337
- 2 ibid 3, Page No. 397 - 415

### **LECTURES 38 – 39**

### **ISSUES IN CLIENT-CONSULTANT RELATIONSHIP & ETHICAL ISSUES IN OD**

### **OBJECTIVE:**

The code of ethics are being used by the practitioners so that they would have common reference and to enhance the practitioner's sense of identity as a global professional community. The presence of the code of ethics, values, and beliefs is that to prevent the occurrence of ethical concerns, issues or problems in the helping-consulting process. In these lectures the various issues in OD Consultant and client system relationship are discussed.

### **CONTENTS:**

- Entry and contracting

- Defining the client system
- Trust
- The nature of the consultant's expertise
- Diagnosis and appropriate interventions
- The depth of intervention
- On being absorbed by the culture
- Consultant as a model
- Consultant team as a microcosm
- Action research and the OD process
- Client dependency and terminating the relationship
- Ethical standards in OD
  - Ethical Dilemmas
    - Misrepresentation of the consultant's skills
    - Professional/technical ineptness
    - Misuse of data
    - Collusion
    - Coercion
    - Promising unrealistic outcomes
    - Deception and conflict of values
- Implications of OD for the client
  - To enlarge the database for making management decisions
  - To expand the influence process
  - To capitalize on the strengths of the informal system and to make the formal and the informal system more congruent
  - To become more responsive
  - To legitimize conflict as an area of collaborative management
  - To examine its own leadership style and ways of managing
  - To legitimize and encourage the collaborative management of team, inter-team, and organization cultures.

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT IV**

**SHORT ANSWER QUESTIONS:** 1, 2, and 3, 12, 13

**LONG ANSWER QUESTIONS:** 1, 2, 3, 7, 11, 22

## **OTHER ASSIGNMENTS**

- 1 ibid 4, Page No. 244, Q 1 - 5

## **SUGGESTED READINGS**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 253 – 269.

### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 233 – 244
- 2 ibid 3, Page No. 29 - 57

### **ARTICLE:**

- 1 Lin-ChingNieh, Gary N. McLean, “Succession Planning and Managerial Ethics in the Retail Industry”, Organizational Development Journal, Vol. 29, No. 2, Summer 2011, pp. 35 – 46.

## **LECTURES 40 - 42**

## **FUTURE AND ORGANIZATION DEVELOPMENT**

### **OBJECTIVE:**

The various future challenges of OD will form a part of the discussion in these lectures.

### **CONTENTS:**

- The changing environment
- Fundamental strengths of OD
- OD's Future
  - Leadership and values
  - Knowledge about OD
  - OD Training
  - Interdisciplinary nature of OD
  - Diffusion of Technique
  - Integrative practice
  - High performance and community



- Trends within organization development
  - Traditional
    - Return to original humanistic values
    - Increasing focus on process interventions
  - Pragmatic
    - Emphasize values of effectiveness
    - Increasing focus on relevant practice
  - Academic
    - Emphasize values of understanding, prediction and control
    - Search for variables that explain change and effectiveness
- Trends in the Context of organization development
  - Economy
    - More concerned with cultural diversity
    - More concentrated wealth
    - More concerned ecologically
  - Workforce
    - Increasingly diverse
    - Increasingly educated
    - Increasingly contingent
  - Technology
    - More e-commerce
    - Faster organizational processes
    - More productivity
  - Organizations
    - More networked
    - More knowledge, learning and innovation based

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT IV**

**SHORT ANSWER QUESTIONS:** 1, 2, 3, 4, 5, 6

**LONG ANSWER QUESTIONS:** 4, 5, 7, 8, 9, 10

# **LECTURE PLAN**

## **SOFTWARE PROJECT MANAGEMENT**

**MS-238**

**COURSE OUTLINE**  
**MBA –IV SEMESTER**  
**SOFTWARE PROJECT MANAGEMENT- MS 238**

**L - 3 Credits - 03**

**OBJECTIVE:**

Software Project Management encompasses the knowledge, techniques and tools necessary to manage the development of software products. The purpose of this course is to enable the students know about the various concepts, techniques and issues related to implementation of Software Project Management.

**INTERNAL ASSESSMENT AND ASSIGNMENTS** **25 marks**

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

**COURSE CONTENTS:**

**A. INTRODUCTION TO SOFTWARE ENGINEERING AND REQUIREMENT ANALYSIS** **(10 Hours)**

- Software Characteristics and Applications
- Software Process
- Software Process Models
- Software Development Process

**B. SOFTWARE PROJECT PLANNING AND SOFTWARE DESIGN** **(12 Hours)**

- Software Requirement
- Software Requirements Specification
- Requirements Validation
- Software Design Principles
- Software Project Estimation
- Project Scheduling
- Software Staff & Personnel Planning
- Software Team Organization & Control Structure
- Project Monitoring & Control Techniques

**C. SOFTWARE QUALITY ASSURANCE AND CONFIGURATION MANAGEMENT** **(12 Hours)**

- Software Quality

- Software Quality Assurances
- Software Testing
- Formal Technical Reviews
- ISO Software Quality Standards
- Software Configuration Management
- SCM Process
- Configuration Audit.

**D. RISK MANAGEMENT**

**(08 Hours)**

- Software Risks
- Reactive and Pro-active Risk Strategies
- Risk Identification
- Risk Projection
- Risk Mitigation
- Risk Monitoring and Management.

## STUDY MATERIAL FOR THE SUBJECT

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

### TEXT BOOKS:

1. **Author's Name(s):** K.K. Aggarwal&Yogesh Singh  
**Title:** Software Engineering  
**Edition: III Reprint:** 2016  
**Publisher:** New Age International (ibid 1)
2. **Author's Name(s):** Roger S. Pressman  
**Title:** Software Engineering-A Practitioner's Approach  
**Edition: VII Year:** Eighth Reprint: 2016  
**Publisher:** Tata McGraw Hill (ibid 2)
3. **Author's Name(s):** Walker Royce  
**Title:** Software Project Management: A Unified Framework  
**Edition: I Year:** Twenty- second Impression, 2016  
**Publisher:** Pearson (ibid 3)

### REFERENCE BOOKS:

1. **Author's Name(s):** Nasib Singh Gill  
**Title:** Software Engineering  
**Edition: I Year:** Reprint, 2013  
**Publisher:** Khanna (ibid 4)
2. **Author's Name(s):** Sommerville  
**Title:** Software Engineering  
**Edition: IX Year:** Second Impression, 2012  
**Publisher:** Pearson (ibid 5)
3. **Author's Name(s):** Rajeev Chopra  
**Title:** Software Project Management  
**Edition: III Year:** 2012  
**Publisher:** Katson (ibid 6)

4. **Author's Name(s):** Bob Hughes, Mike Cotterell, RajibMall  
**Title:** Software Project Management  
**Edition: V Year:** Seventh Reprint, 2013  
**Publisher:** Tata McGraw Hill

(ibid 7)

#### **JOURNALS:**

1. Journal of Software Engineering and Technology
2. International Journal of Computing and Applications
3. Journal of Digital Information Management
4. International Journal of Advanced Research in Computer Science and Software Engineering
5. International Journal of Emerging Technology and Advanced Engineering
6. International Conference of IEEE Explore
7. International Journal of Software Engineering & Applications (IJSEA)
8. International Journal of Scientific and Research Publications
9. ACM SigSoft Software Engineering Notes

## **LECTURES 1-2**

### **INTRODUCTION TO SOFTWARE PROJECT MANAGEMENT**

#### **OBJECTIVE:**

Software project management is the art and science of planning and leading software projects. It is a sub-discipline of project management in which software projects are planned, implemented, monitored and controlled. The objective of these lectures is to introduce the basics of software project management.

#### **CONTENTS:**

- Software Characteristics and Applications
- Basics of Software Engineering
- Fundamentals of Software Project Management(SPM)
- Project Management Cycle
  - Project Initiation
  - Project Planning
  - Project Execution
  - Project Closure
- SPM Framework

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit I, Section 2, Q 1, 2, 3, 5,10,14,18
- 2 Unit I, Section 3, Q 1, 2, 3, 4, 6, 7, 12, 17, 22

#### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 1-16
- 2 ibid 2, Page No. 33-34

#### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 3-15
- 2 ibid 6, Page No. 1-14, 17-18
- 3 ibid 7, Page No.1-17

## **ARTICLES:**

- 1 Zhao Likun, "Research on Software Project Management Pattern What Based on Model-Driven," Information Science and Management Engineering (ISME), 2010 International Conference of , vol.1, no., pp.214-217, Aug. 2010.
- 2 Marcelo Marinho, SuzanaSampaio , Telma Lima and Hermano de Moura, "A Systematic Review Of Uncertainties In Software Project Management", International Journal of Software Engineering & Applications (IJSEA), Vol.5, No.6, November 2014.
- 3 Robert Schaefer, "Science, Society and Software Engineering Notes", Vol. 41, Number 5, September 2016, pp. 11 – 18.
- 4 Matthew B. Dwyer and David S. Rosenblum , "Editorial Journal – First Publication for the Software Engineering Community ", IEEE Transaction on Software Engineering , Vol42, No. 1 , January 2016 , <https://www.computer.org/csdl/trans/ts/2016/01/07374796.pdf>.
- 5 "Algorithmic Nuggets in Content Delivery ", Bruce M. Maggs , Ramesh K. Sitaraman , ACM SIGCOMM Computer Communication Review , Volume 45, Number 3, July 2015. pp. 52-66.

## **LECTURES 3-4**

### **SOFTWARE PROCESS**

#### **OBJECTIVE:**

The objective of these lectures is to introduce the idea of a software process-a coherent set of activities for software production.

#### **CONTENTS:**

- Software Process
  - Meaning of Software Process
  - Characteristics of Software Process
  - Phases of Software Process
  - Software Development Process

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit I, Section 2, Q 4, 17, 25, 26
- 2 Unit I, Section 3, Q 5, 14, 16, 19



## **SUGGESTED READINGS:**

### **TEXT BOOKS:**

- 1 ibid 1, Page No. 1-16
- 2 ibid 2, Page No. 52-54

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 1-2, 17-18

## **LECTURES 5-10**

### **SOFTWARE PROCESS MODELS**

#### **OBJECTIVE:**

The goal of a software process model is to provide guidance for systematically coordinating and controlling the tasks that must be performed in order to achieve the end product and project objectives. The objective of these lectures is to understand the various software process models and their applicability on different projects.

#### **CONTENTS:**

- Software Lifecycle models
  - Essence of Lifecycle models
  - Types of Lifecycle models
    - Waterfall model
    - Prototyping
      - Throwaway
      - Evolutionary
    - Evolutionary process models
      - Spiral model
      - Incremental model
    - RAD model
    - The Unified Process
      - The Phases of Unified Process
      - Unified Process Work Products

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit I, Section 2, Q 6-9, 15-16, 19-24
- 2 Unit I, Section 3, Q, 10, 11, 18, 20, 21, 23, 24

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 20-35,36,37
- 2 ibid 2, Page No. 78-90
- 3 ibid 3, Page No. 5-20,28

#### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 33-56
- 2 ibid 5, Page No. 29-34
- 3 ibid 6, Page No. 60-66
- 4 ibid 7, Page No.75-94

### **LECTURE 11**

#### **SOFTWARE REQUIREMENTS**

#### **OBJECTIVE:**

Requirements are descriptions of the services that a software system must provide and the constraints under which it must operate. The aim of this lecture is to discuss the various categories of software requirements.

#### **CONTENTS:**

- Type of Requirements
  - Functional requirements
  - Non-Functional requirements
  - Domain requirements

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 2, 25
- 2 Unit II, Section 3, Q21-22

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 45-46,98

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 97-115

### **ARTICLES:**

- 1 Xianfu Cheng, “Functional Requirements Analysis-Based Method for Product Platform Design in Axiomatic Design”, Journal of Digital Information Management, Vol. 10, No. 5, October 2012, pp 312-319.
- 2 “Algorithmic Nuggets in Content Delivery“, Bruce M. Maggs , Ramesh K. Sitaraman , ACM SIGCOMM Computer Communication Review , Volume 45, Number 3, July 2015. pp. 52-66.

## **LECTURES 12-13**

### **SOFTWARE REQUIREMENTS SPECIFICATION (SRS)**

#### **OBJECTIVE:**

Software requirement specification (SRS) is a document that completely describes what the proposed software should do without describing how software will do it. The objective of these lectures is to discuss the characteristics and structure of software requirements specification in detail.

#### **CONTENTS:**

- Nature of SRS
- Characteristics of SRS
- Structure of SRS

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 3, 6, 7, 27
- 2 Unit II, Section 3, Q 4, 14, 25

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 72-85

### **ARTICLES:**

- 1 Olabiyisi S.O., Adetunji A.B, OlusiT.R, "Using Software Requirement Specification as Complexity Metric for Multi-Paradigm Programming Languages", International Journal of Emerging Technology and Advanced Engineering, Vol. 3, Issue 3, March 2013.
- 2 George A. Sielis, " ArchReco: a software tool to assist software design based on context aware recommendations of design patterns" Journal of Software Engineering Research and Development, Volume 6 , Number 3 , April 2017 .

## **LECTURE 14**

### **REQUIREMENTS VALIDATION**

#### **OBJECTIVE:**

Requirements validation is the process of checking that requirements actually define the system that the customer really wants. The objective of this lecture is to discuss the checks and techniques of requirements validation.

#### **CONTENTS:**

- Meaning of Requirements Validation
  - Types of checks during requirements validation
    - Validity checks
    - Consistency checks
    - Completeness checks
    - Realism checks
    - Verifiability
  - Requirements Validation Techniques
    - Requirements Reviews
    - Prototyping
    - Test case generation

## **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 5, 26
- 2 Unit II, Section 3, Q 9

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 91-97

### **REFERENCE BOOK:**

- 1 ibid 5, Page No. 110-111

## **LECTURE 15**

### **SOFTWARE DESIGN PRINCIPLES**

#### **OBJECTIVE:**

Software design principles are a set of guidelines that helps developers to make a good system design. The objective of this lecture is to explain various software design principles.

#### **CONTENTS:**

- Software Design
  - Modularity
    - Module Coupling
    - Module Cohesion
  - Design Principles
    - Basic design principles
      - Principle of Adequacy
      - Principle of Economy
      - Principle of Changeability
    - Constructive design principles
      - Modularity Principles
      - Implementability Principles
      - Aesthetic Principles

## **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 13, 23
- 2 Unit II, Section 3, Q 5, 18-20
- 3 Unit III, Section 2, Q 18

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

- 1 ibid 1, Page No. 203-213

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 179-181

### **ARTICLES:**

1. JakobAxelsson, JaanaNyfjord, EfiPaptheocharous, Martin Torngren, “Notes on Agile and Safety- Critical Development”, March 2016, Vol. 41, Number 2, pp. 23-26.
2. “Cooperative Group Provisioning with Latency Guarantees in Multi- Cloud Deployments”, Sean Yaw, Eben Howard , Brendan Mumey, Mike P.Wittie, ACM SIGCOMM Computer Communication Review , Volume 45, Number 3, July 2015. pp. 5 – 11.

## **LECTURES 16-23**

### **SOFTWARE PROJECT ESTIMATION**

#### **OBJECTIVE:**

Effective software project estimation is one of the most challenging and important activities in software development. Proper project planning and control is not possible without a sound and reliable estimate. The objective of these lectures is to explain various steps and techniques under software project estimation.

#### **CONTENTS:**

- Meaning of Software Project Estimation
- Steps of Software Project Estimation
- Size estimation

- Methods of Size estimation
  - LOC
  - Token Count
  - Data Structure Metrics
  - Function Count
- Effort Estimation
  - Methods of Effort estimation
    - COCOMO
      - Basic
      - Intermediate
      - Detailed
- Schedule Estimation
  - Meaning of Project Scheduling
  - Scheduling Objectives
  - Scheduling Techniques
    - Work Breakdown Structure
    - Activity Charts
    - Project Evaluation Review Technique(PERT)
    - Gantt Charts
    - Critical Path Method(CPM)
- Cost Estimation

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 4, 9, 10, 15, 16, 18, 19, 20,21,22,24
- 2 Unit II, Section 3, Q 1, 2, 3, 7, 10, 11,15,16,17, 23

### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 140-149,150-157, 182-188
- 2 ibid 3, Page No. 139-146,156-165

#### **REFERENCE BOOKS:**

- 1 ibid 4, Page No. 65-86
- 2 ibid 6, Page No. 88-99

## **WEBSITE:**

- 1 <http://courses.cs.washington.edu/courses/cse403/07sp/assignments/estimationbasics.pdf>
- 2 <http://compnetworking.about.com/od/networkdesign/a/topologies.htm>
- 3 <http://study.com/academy/lesson/types-of-networks-lan-wan-wlan-man-san-pan-eqn-vpn.html>

## **ARTICLES:**

- 1 Lukasz Radlinski, “ A Survey of Bayesian Net Models for Software Development Effort Prediction”, Journal of Software Engineering and Technology, Vol. 5, Number 2, July-December 2013, pp. 87-101.
- 2 VibhashYadav, Raghuraj Singh, Prashant Kumar Mishra, ”Object Oriented Metrics: Features and Defects in Software Design & Quality (A Survey Approach)”, International Journal of Computing and Applications, Vol. 7, Number 1, Jan-June 2012, pp. 27-29.
- 3 SushilGoel, Rajesh Verma, “System Level Reuse Metrics for Object Oriented Software: An Alternative Approach”, International Journal of Computing and Applications, Vol. 7, Number 1, Jan-June 2012, pp. 49-53.
- 4 M. AqeelIqbal, FarooqueAzam, Ahmed Ali Qureshi, “Critical Aspects of Project Management Causing Major Impacts on Software Development”, International Journal of Computer Applications (0975 – 8887) Vol. 27, No.9, August 2011.
- 5 Sridhar Chimalakonda, Dan Hunglee, ”On The Evolution of Software And Systems Product Line Standards” May 2016, Vol. 41, Number 3, pp. 27 – 30.
- 6 “Research Challenges in Future Multi- domain Network Performance Measurement and Monitoring “, Prasad Calyam , Martin Swamy, ACM SIGCOMM Computer Communication Review , Volume 45, Number 3, July 2015. pp. 29 – 34.

## **LECTURE 24**

### **SOFTWARE STAFF AND PERSONNEL PLANNING**

#### **OBJECTIVE:**

The objective of this lecture is to understand the activities of software staff and personnel planning.

#### **CONTENTS:**

- Meaning of Personnel Planning
- Personnel Planning Activities
- Staffing Level Estimation



- The Norden/Rayleigh Curve

### **ASSIGNMENT FROM QUESTION BANK:**

- 1 Unit II, Section 3, Q 8

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 1, Page No. 182-188

#### **WEBSITE:**

- 1 [http://www.cioarchives.ca.gov/ITpolicy/pdf/PM3.6\\_Planning\\_Resource\\_Planning.pdf](http://www.cioarchives.ca.gov/ITpolicy/pdf/PM3.6_Planning_Resource_Planning.pdf)
- 2 <http://my.unp.edu.ph/claroline/backends/download.php>
- 3 <http://users.csc.calpoly.edu/~fkurfess/Courses/486/S12/Slides/486-S12-03-IO-Devices.pdf>

### **LECTURES 25-26**

## **SOFTWARE TEAM ORGANIZATION AND CONTROL STRUCTURE**

### **OBJECTIVE:**

An organization structure is used to structure the communication patterns among members of a team. The objective of these lectures is to explain the various structures of software team organization.

### **CONTENTS:**

- Meaning of Software Team Organization
- Types of Software Team Organization
  - Hierarchical Team Organization
  - Chief-Programmer Team Organization
  - Matrix Team Organization
  - Egoless Team Organization
  - Democratic Team Organization

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 8
- 2 Unit II, Section 3, Q 6

### **SUGGESTED READING:**

### **REFERENCE BOOK:**

- 1 ibid 4, Page No. 87-93

### **LECTURES 27-29**

### **PROJECT MONITORING AND CONTROL TECHNIQUES**

#### **OBJECTIVE:**

Monitoring and Controlling a project is the process or activities whereby the project manager tracks, reviews and revises the project activities in order to ensure the project creates the deliverables in accordance with the project objectives. The objective of these lectures is to explain project monitoring and controlling techniques for analysis of project performance.

#### **CONTENTS:**

- Dimensions of Project Monitoring and control
- Project control cycle
- Project monitoring and control techniques
  - Earned Value Analysis
  - Critical Ratio

### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit II, Section 2, Q 11, 14
- 2 Unit II, Section 3, Q 12, 13

### **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

- 1 ibid 6, Page No. 127-139

2 ibid 7, Page No. 202-221

### **WEBSITES:**

- 1 [http://www.google.co.in/url?sa=t&rct=j&q=project%20monitoring%20and%20control%](http://www.google.co.in/url?sa=t&rct=j&q=project%20monitoring%20and%20control%20)
- 2 <http://c2.com/cgi/wiki?HighLevelLanguage>
- 3 [http://www.teachict.com/gcse\\_computing/ocr/216\\_programming/programming\\_languages/miniweb/pg4.htm](http://www.teachict.com/gcse_computing/ocr/216_programming/programming_languages/miniweb/pg4.htm)

### **LECTURES 30-32**

### **SOFTWARE QUALITY**

#### **OBJECTIVE:**

Software quality is the totality of features and characteristics of a product or a service that bears on its ability to satisfy the given needs. To maintain the quality, there are different quality models that are available. The objective of these lectures is to understand the term software quality and the models given for it.

#### **CONTENTS:**

- Meaning of Software Quality
- Software Quality models
  - McCall
  - Boehm
  - ISO 9126
- CMM(Capability Maturity Model)

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section 2, Q 8, 17
- 2 Unit III, Section 3, Q 9,10,11,14

#### **SUGGESTED READINGS:**

#### **TEXT BOOKS:**

- 1 ibid 1, Page No. 317-327
- 2 ibid 2, Page No. 462-465

## **REFERENCE BOOK:**

- 1 ibid 6, Page No. 216-220, 228-229

## **ARTICLES:**

- 1 ManishaShinde, “Discovering Software Reuses Patterns and Scaling Requirement Using Data Mining”, Journal of Software Engineering and Technology, Vol. 4, No. 2, July-December 2012, pp 63-66.
- 2 “Hybrid Model for Data Security in Cloud”, Ogwueleka Francisca Nonyehem and Moses Timothy, The IUP Journal of Information Technology, Vol.XII, Number 4, Sepember 2015. pp. 7-21.

## **LECTURE 33**

### **SOFTWARE QUALITY ASSURANCE**

#### **OBJECTIVE:**

SQA processes provide assurance that the software products and processes in the project life cycle conform to their specified requirements by planning, enacting, and performing a set of activities to provide adequate confidence that quality is being built into the software. The objective of this lecture is to understand the term software quality assurance and its activities.

#### **CONTENTS:**

- Meaning of Software Quality Assurance
- Software Quality Assurance Activities
  - Application of technical methods
  - Conduct of Formal Technical Reviews(FTR)
  - Software Testing
  - Enforcement of standards
  - Control of change
  - Measurement
  - Record keeping and reporting

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section 2, Q 13
- 2 Unit III, Section 3, Q 3,7,15,16

**SUGGESTED READING:**

**REFERENCE BOOK:**

1 ibid 6, Page No. 221, 229-230, 224-226

**LECTURE 34**

**ISO QUALITY STANDARDS**

**OBJECTIVE:**

The objective of this lecture is to acquaint the students with ISO quality standards.

**CONTENTS:**

- Meaning of Quality standard
  - ISO 9000
    - Mapping ISO 9001 to the CMM
    - Contrasting ISO 9001 and the CMM

**ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section 2, Q 7, 11,15,18
- 2 Unit III, Section 3, Q 5, 12, 19, 20, 23

**SUGGESTED READING:**

**TEXT BOOK:**

1 ibid 1, Page No. 352-357

**LECTURES 35-37**

**SOFTWARE CONFIGURATION MANAGEMENT (SCM)**

**OBJECTIVE:**

Change is inherent and ongoing in any software project. The lectures focus on handling changes in software through configuration management.

## **CONTENTS:**

- Meaning of SCM
- SCM Process
  - Identification of software configuration items
  - Change management control
  - Product status recording and management
- SCM Components
  - Software Configuration Identification
  - Software Configuration Control
  - Software Configuration Auditing
  - Software Configuration Status
- SCM Planning
- Version Control
  - Identifying New Versions
  - Numbering Schemes
  - Visibility
  - Tracking

## **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit III, Section 2, Q 3, 12, 14, 15, 16, 19
- 3 Unit III, Section 3, Q 1, 2, 6, 17, 18, 21

## **SUGGESTED READINGS:**

### **REFERENCE BOOKS:**

- 1 ibid 6, Page No. 228-229
- 2 ibid 7, Page No. 224-226

### **WEBSITE:**

- 1 <http://www.computer.org/portal/web/swebok/html/ch7>
- 2 <http://my.unp.edu.ph/claroline/backends/download.php>

## **LECTURES 38-40**

### **SOFTWARE RISK MANAGEMENT**

#### **OBJECTIVE:**

Software risk management is a software engineering practice with processes, methods, and tools for managing risks in a project. It provides a disciplined environment for proactive decision-making to assess continuously what can go wrong; determine what risks are important to deal with; and implement actions to deal with those risks. The objective of these lectures is to explain the types of risks and the complete risk management process.

#### **CONTENTS:**

- Meaning of risk
- Types of risk strategies
  - Reactive
  - Proactive
- Types of risks
  - Project risks
  - Technical risks
  - Management risks
- Risk management process
  - Risk Identification
  - Risk Analysis
  - Risk Planning
  - Risk Monitoring

#### **ASSIGNMENTS FROM QUESTION BANK:**

- 1 Unit IV, Section 2, Q 1-17, 18
- 2 Unit IV, Section 3, Q 1-20

#### **SUGGESTED READINGS:**

#### **REFERENCE BOOKS:**

- 1 *ibid* 6, Page No. 247-253
- 2 *ibid* 7, Page No. 155-167

## **WEBSITES:**

- 1 [www. web.uettaxila.edu.pk/CMS/AUT2010/.../notes%5CLecture9.ppt](http://www.web.uettaxila.edu.pk/CMS/AUT2010/.../notes%5CLecture9.ppt)
- 2 <http://www.msuniv.ac.in/soft.pdf>
- 3 <http://users.csc.calpoly.edu/~fkurfess/Courses/486/S12/Slides/486-S12-03-IO-Devices.pdf>

## **ARTICLES:**

- 1 Abdullah Al MuradChowdhury, ShamsulArefeen, “Software Risk Management: Importance and Practices”, IJCIT, Volume 2, Issue 1, 2011, [http://www.ijcit.org/ijcit\\_papers/vol2no1/IJCIT-110740.pdf](http://www.ijcit.org/ijcit_papers/vol2no1/IJCIT-110740.pdf)
- 2 SrikrishnanSundararajan, Bhasi M., Pramod K.V., “An Empirical Study of Industry Practice in Software Development Risk Management”, International Journal of Scientific and Research Publications, Volume 3, Issue 6, June 2013.
- 3 Tor Stalhane, Thor Myklebust, “Agile Safelt Analysis “, ACM Sigsoft Engineering Notes, March 2016, Vol. 41, Number 2, pp.27-29.
- 4 Naresh Kumar, A. S. Zadgaonkar, Abhinav Shukla, “Evolving a New Software Development Life Cycle Model SDLC-2013 with Client Satisfaction”, International Journal of Soft Computing and Engineering (IJSCE) ISSN: 2231-2307, Volume-3, Issue-1, March 2016.



# **LECTURE PLAN**

## **GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES**

**MS-244**

**COURSE OUTLINE**  
**GLOBAL COMPETITIVENESS AND STRATEGIC ALLIANCES**  
**MS-244**  
**MBA IV**

**OBJECTIVES:**

To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

|  |                 |
|--|-----------------|
| <b>INTERNAL ASSESSMENT AND ASSIGNMENTS</b> | <b>25 marks</b> |
| 1. Class Test-II - (Written Test)          | 15 marks        |
| 2. Class Assessment + Attendance           | 10 marks        |

**COURSE CONTENTS:**

**UNIT I**

- **Global Competitiveness**
  - An Overview – Macroeconomic and Business Strategy Perspective,
  - Framework for Assessing Competitiveness – Various Approaches; International and National Competitiveness Studies. **(10 Hours)**

**UNIT II**

- **Developing Competitiveness**
  - Government Policy and Competitiveness
  - Role of Quality and Productivity in Achieving World Class Competitiveness
  - Attaining Competitiveness through Integrative Process Management
  - Science Technology and Innovation Policy
  - Human Capital and Competitiveness
  - Role of Information Systems in Building Competitiveness,
  - Industrial Clusters and Business Development,
  - Strategic Management of Technology and Innovation. **(10 Hours)**

**UNIT III**

- **Global Competitiveness of Indian Industry**
  - Status; Cause of Un competitiveness
  - Strategic Options for Building Competitiveness,
  - Internationalization of Indian Business: Selected Case Studies of Globally Competitive Indian Companies. **(10 Hours)**

## **UNIT IV**

### ➤ **Strategic Alliances**

- Value creation in alliances strategy
- Management of Strategic Alliances
- Strategic Alliances in Indian Context.

**(07 Hours)**

## STUDY MATERIAL FOR THE SUBJECT

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

### ➤ TEXT BOOKS

1. **Author's Name(s) :** Kiran Kumar Momaya  
**Title:** International Competitiveness  
**Edition: I Year:** 2001  
**Publisher:** Hindustan Publishing Corporation (India) (ibid 1)
2. **Author's Name(s)** Michael E. Porter, Simon & Schuster  
**Title:** Competitive advantage of Nations Creating & Sustaining Superior Performance  
**Edition: XI Year:** 2011  
**Publisher:** The Free Press (ibid 2)
3. **Author's Name** AzharKazmi  
**Title:** Strategic Management and Business Policy  
**Edition: III Year:** 2014  
**Publisher:** Tata McGraw-Hill (ibid 3)
4. **Author's Name** John Pearce  
**Title:** Strategic Management  
**Edition:** 12<sup>th</sup> Year: 2013  
**Publisher:** Tata McGraw-Hill (ibid 4)
5. **Author's Name** Hitt Michael A., Ireland R.D. & Robert Hoskisson,  
**Title:** Strategic Management: Competitiveness and Globalization- Concepts & Cases  
**Edition:** 12<sup>th</sup> Year: 2017  
**Publisher:** Addison Wesley (ibid 5)

### ➤ JOURNALS:

1. Global Business Review
2. The IUP Journal of International Relations
3. Singapore Management Review, Asia Pacific Journal of Management Theory & Practice
4. Asian Journal of Management Technology & Changes  
FIIB Business Review
5. World Economic Forum-The Global Competitiveness Report 2017-18

6. Articles available on ECB: Competitive Research Network
7. Harvard Business Review South Asia
8. RBI Bulletin ( of all months)

➤ **WEBLINKS**

1. <https://www.weforum.org/>
2. <http://www.gaportal.org/>
3. [www.livemint.com/](http://www.livemint.com/)
4. <https://economictimes.indiatimes.com/>
5. <https://www.worldbank.org/>
6. <https://www.india.gov.in/goisearch>

## **LECTURES 1-4**

### **INTRODUCTION OF GLOBAL COMPETITIVENESS**

#### **OBJECTIVE:**

The objective of these lectures is to make the students aware of the concept of competitiveness and its various approaches. These approaches would be helpful in understanding the intricacies of the business within the country and cross borders.

#### **CONTENTS:**

- Define competitiveness
- Levels of Competitiveness
  - Country competitiveness
  - Industry competitiveness
  - Company competitiveness
- Drivers and Sources of Competitiveness
  - Conceptual framework and analogies
  - Organizing Systems
- Structured framework and models
  - Porter's Diamond
  - Core Competency
  - Trade focused approaches
  - 10-P framework for global competitiveness
  - Asset-Process-Performance Approach
- Road map for enhancing competitiveness
- Competitiveness enhancement and sustenance process

## **SUGGESTED READINGS:**

### **TEXT BOOK:**

1. ibid 1, Page 118-136

### **ARTICLES:**

1. Tabesum Begam & Pradip Kr. Sen Gupta, "Globalization & the State: Towards Theory Building at a Macro Level", The IUP Journal of International Relations, Vol. VII, No. 4, Oct. 2013, pp. 68-78.
2. World Economic Forum-The Global Competitiveness Report 2015-16.
3. Francesca Gino and Bradley Staats, "Why Organizations Don't learn", Harvard Business Review South Asia, November 2015, pp.92-98.
4. <https://www.imd.org/publications/articles/the-imd-world-digital-competitiveness-ranking/> (2017)
5. <https://www.imd.org/wcc/world-competitiveness-center-publications/2017-com-november/> (2017)

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-I**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q1-7, 31- 33, 41- 45, 51, 52, 53, 54

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 2, 3, 4, 5, 6, 9, 10, 15, 16, 17, 18, 19, 26, 31

**LONG ANSWER TYPE QUESTIONS:** Q3, 4, 5, 6, 7, 12, 27, 31, 33, 36

### **LECTURES 5-6**

### **CASE STUDY ANALYSIS**

#### **OBJECTIVE:**

The objective of these lectures is to build the analytical skills among the students through case study analyses. In these lectures case studies at different levels of competitiveness will be analyzed.

#### **CONTENTS:**

- Case Study Analysis
  - Country competitiveness
  - Industry competitiveness
  - Company competitiveness

## **SUGGESTED READINGS:**

### **ARTICLE:**

1. Whitepaper on Competitiveness of India

## **LECTURES 7-10**

### **OBJECTIVE:**

The objective of these lectures is to build the analytical skills among the students through case study analyses. In these lectures case studies of different frameworks and models will be discussed.

### **CONTENTS:**

- Case study analysis on the following structured framework and models
  - Porter's Diamond
  - Core Competency
  - Trade focused approaches
  - 10-P framework for global competitiveness
  - Asset-Process-Performance Approach

## **ASSIGNMENTS FROM QUESTION BANK**

### **UNIT-I**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q 12, 13, 14, 34- 38, 46, 47, 55, 56, 57

**SHORT ANSWER TYPE QUESTIONS:** Q 9, 10, 11, 12, 17, 21, 22, 29, 30

**LONG ANSWER TYPE QUESTIONS:** Q 11, 13, 14, 25, 28, 37

## **LECTURES 11**

### **THE MACRO-DYNAMICS OF GLOBAL COMPETITION**

#### **OBJECTIVE:**

In these lectures students will be able to understand the dynamics of competition. To face the tough competition companies has to concentrate at cost factor of the product. Hence, to understand the competition dynamics theory of comparative cost will be discussed here.

#### **CONTENTS:**

- The Theory of comparative cost advantage
  - Product and commodities

- Price elasticity of demand
- Low-profits and high wastages
- Case study analysis
- Inadequacy of comparative advantage theory
- From comparative advantages to competitive advantages

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

1 ibid 1, page 18-26

#### **ARTICLES:**

- 1 Terence Tse& Mark Esposito, (2012) “Global Dilemmas- Does Competitiveness Build Future or Just GDP” , Singapore Management Review, Asia Pacific Journal of Management Theory & Practice, Vol. 34, No. 2, pp 1-7
- 2 World Economic Forum-The Global Competitiveness Report 2014-15
- 3 India’s Foreign Trade Policy-2015
- 4 World Economic Forum-The Global Competitiveness Report 2017-2018  
<http://reports.weforum.org/global-competitiveness-index-2017-2018/>
- 5 <https://www.weforum.org/agenda/2017/09/what-is-economic-competitiveness> (2017)

### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT-I**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q8, 9, 33, 37, 58, 59, 60, 68

**SHORT ANSWER TYPE QUESTIONS:** Q 7, 8, 12, 17, 20, 25

**LONG ANSWER TYPE QUESTIONS:** Q 7, 8, 9, 10, 11, 13, 14, 26, 29, 30, 32

#### **LECTURE 12**

### **DEVELOPING COMPETITIVENESS –GOVERNMENT POLICY AND COMPETITIVENESS**

#### **OBJECTIVE:**

Government policies of a country plays very important role in building its competitiveness. In this lecture, how competitiveness can be developed by the better government policy will be discussed.

#### **CONTENTS:**

- Liberalized Trade Regime



- Expansion of Industrial Base
- Modernization at Reduced Capital Cost
- Expansion of Production
- Production at Reduced Cost
- Other policy incentives
- Globalization of the Indian Industry-Some Bottlenecks
  - Development of Infrastructure and imposition of special duty
  - Brand Equity Fund
  - Indifferent state level policies
  - Removal of restrictions on imports and exports

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-II**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q9, 10, 16, 39 – 40, 50-55

**SHORT ANSWER TYPE QUESTIONS:** Q 11, 12, 13, 21, 22, 27, 28

**LONG ANSWER TYPE QUESTIONS:** Q 4, 21

**LECTURE 13**

**ROLE OF QUALITY AND PRODUCTIVITY IN ACHIEVING WORLD CLASS COMPETITIVENES**

**OBJECTIVE:**

Quality management is really very important to achieve world class competitiveness. The objective of this lecture is to understand how a organization can achieve world class competitiveness.

**CONTENTS:**

- How is world class quality and reliability achieved?
- How is low Q&R achieved?
- The alternative way
- The difference
- The Influence of scientific management or Q&R
- Total Quality Management
- Conclusion

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-II**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q7-11, 31- 34, 48, 49, 50, 56, 58, 62

**SHORT ANSWER TYPE QUESTIONS:** Q 8, 9, 10, 11, 20, 29, 30

**LONG ANSWER TYPE QUESTIONS:** Q 9, 10, 11, 12, 19, 32, 38

**SUGGESTED READING:**

**ARTICLE:**

1. Competitiveness Under New Perspective, WWW for Europe: Welfare Wealth Work
2. <https://www.imd.org/wcc/world-competitiveness-center-publications/2017-com-June/> (2017)
3. <https://www.imd.org/wcc/world-competitiveness-center-publications/2017-com-august/> (2017)

**LECTURES 14-15**

## **ATTAINING COMPETITIVENESS THROUGH TECHNOLOGY AND INNOVATION POLICY**

**OBJECTIVE:**

In the era of tough competition without innovative ideas it is very difficult to stay in the market. Through innovative ideas companies can achieve the goal of global competitiveness.

**CONTENTS:**

- The strategic power of innovation
- The Two “Power” Roles of Innovation
- Shareholder, Employee, Customer Satisfaction
- The benefits of innovation effectiveness
- An Innovation Blueprint
  - Elements of the Blueprint
  - Benefits of the Blueprint
- Developing an Innovation Strategy
- Strategic Roles
  - Requisite Role Function
  - Expansive Roles Function
- Evaluation and Screening Questions
  - Strategic Screens
  - Consumer Screens
  - Financial Screens

**SUGGESTED READINGS:**

## **TEXT BOOKS:**

- 1 ibid 2, Page 36-46
- 2 ibid 3, Page 10-40

## **ARTICLES:**

- 1 Meeta Dasgupta, R.K. Gupta, and A. Sahay, (2011) “Linking Technological Innovation, Technology Strategy and Organizational Factors: A Review, Global Business Review vol. 12, pp 257-277.
- 2 Sturim Robert, “Achieving Competitive Advantage through Supply Chain Integration”, [www.vitria.com](http://www.vitria.com)
- 3 <http://indiatoday.intoday.in/education/story/indias-2nd-technology-and-innovation-support-centre/1/1086540.html> (2017)
- 4 <http://www.financialexpress.com/opinion/how-india-can-become-agrarian-power-technology-to-the-rescue/925391/> (2017)
- 5 [http://www.business-standard.com/article/economy-policy/india-to-have-100-000-start-ups-valued-at-500-bn-in-7-8-yrs-mohandas-pai-117120300313\\_1.html](http://www.business-standard.com/article/economy-policy/india-to-have-100-000-start-ups-valued-at-500-bn-in-7-8-yrs-mohandas-pai-117120300313_1.html) (2017)

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-II**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q15, 16, 17, 38, 40, 41, 42, 43, 59, 60, 66

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 2, 3, 4, 5, 6, 13, 14,15,16, 18, 19, 23, 24, 30

**LONG ANSWER TYPE QUESTIONS:** Q 1, 2, 3, 5, 6, 7, 16

### **LECTURE 16**

#### **HUMAN CAPITAL AND COMPETITIVENESS**

#### **OBJECTIVE:**

In this lecture relationship between human capital and competitiveness will be discussed. Nothing can be achieved without good human resources.

#### **CONTENTS:**

- Competitiveness: just a fashionable concept?
- How is national economic competitiveness measured?
- WEF and IMD main categories of indicators
- Human capital matter? Analysis of the importance of education in competitiveness Does indices

- Human capital indicators in the WEF Global Competitiveness Index 2008
- Weight of human capital indicators in WEF Global Competitiveness Index 2008
- Hiding the role of human capital?
- What effect does a change in human capital have on competitiveness?
- Simulations
- Concluding remarks and a proposal on how to include the intangible elements of education and training

**SUGGESTED READING:**

**TEXT BOOK:**

1. ibid 1, Page 36-52

**ARTICLES:**

1. <https://blogs.timesofindia.indiatimes.com/toi-edit-page/nurture-indias-human-capital-for-rapid-economic-growth-paying-attention-to-health-and-nutrition-is-essential/> (Bill Gates for TOI, 2017)
2. <http://www.forbesindia.com/article/isbinsight/build--capital-or-buhumany-it/48693/1> (2017)
3. <https://economictimes.indiatimes.com/news/politics-and-nation/india-scores-victory-in-climate-talks-china-announces-plan-to-join-international-solar-alliance/articleshow/61712055.cms> (2017)

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-II**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q20, 21, 22, 35, 37, 51, 53, 54, 57, 67

**SHORT ANSWER TYPE QUESTION:** Q 16

**LONG ANSWER TYPE QUESTIONS:** Q16, 19, 20, 21, 22, 23

**LECTURE 17**

**ROLE OF INFORMATION SYSTEMS IN BUILDING COMPETITIVENESS**

**OBJECTIVE:**

To business across the borders information system should be strong otherwise one can't go for the international business. In this lecture students will be acquaint with the importance of information system for building competitiveness.

## **CONTENTS:**

- Introduction
- ASEAN S&T Cooperation: Goal and Strategy
- **Areas of Cooperation: Strategic and Enabling Technologies**
- **Promoting Alternative Energy Technologies for SMEs**
- **Increasing Competitiveness in the Food Industry and Addressing Nutrition Needs**
- **Developing a Science-Based Coastal Zone Management System**
- **Building Public Awareness and Recognizing Outstanding Work in S&T**
- **The ASEAN Science Fund: Seed Funding for Projects**
- **Conclusion**

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-II**

**SHORT ANSWER TYPE QUESTION:** Q 3, 16, 18, 21, 22, 25, 26, 27, 55

**LONG ANSWER TYPE QUESTIONS:** Q19, 20,21, 39, 40, 42

### **SUGGESTED READING:**

#### **ARTICLE:**

- 1 Sahoo Tapan D.K. Banwet, and K. Momaya (2011),“Developing a Conceptual Framework for Strategic Technology Management Using ISM and MICMAC Methodology: A Case of Automotive Industry in India”, Global Business Review, vol. XII, pp.117-143
- 2 <https://www.imd.org/wcc/world-competitiveness-center-publications/2017-com-september/>
- 3 <http://www.financialexpress.com/market/it-sector-in-india-still-under-pressure-infosys-hcl-tech-top-picks-clsa/944359/>
- 4 <https://www.ibef.org/industry/information-technology-india.aspx>
- 5 <https://economictimes.indiatimes.com/tech/ites/2018-will-be-a-better-year-for-indian-it-say-senior-industry-figures/articleshow/61184003.cms>

## **LECTURE 18**

### **INDUSTRIAL CLUSTERS AND BUSINESS DEVELOPMENT**

#### **OBJECTIVE:**

The objective of this lecture is to explain that how business development can be done through industrial clusters.

## **CONTENTS:**

- Background to Indian Clusters
- Cluster development in India
- Main achievements
- List of clusters in India
- Introduction
- Factors contributing to the growth of clusters
- Regional Agglomeration of Selected Modern Industries: Consumer Electronics, Electronics Components and Computer Hardware, and Drugs and Pharmaceuticals
- Cluster economics
- Industrial estate and small firms
- National capital region cluster
- Conclusion

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-II**

**MULTIPLE CHOICE TYPE QUESTIONS:** 31,32,33, 45, 46, 48, 49, 66

**SHORT ANSWER TYPE QUESTIONS:** Q 7, 15, 17, 18, 19

**LONG ANSWER TYPE QUESTIONS:** Q13, 14, 15, 28, 30, 35, 36, 37

### **LECTURE 19**

## **GLOBAL COMPETITIVENESS OF INDIAN INDUSTRY**

### **OBJECTIVE:**

Indian industry is growing at very fast pace. Indian industrial sector is going to be globally competitive. Hence, it is required to address some issues to be globally competitive.

## **CONTENTS:**

- Industrial Policy
- Economic Reforms of the 1990s
- Response to reforms
- Specific Issues in the Competitiveness of Indian Industry
  - Tariff Reforms
  - Infrastructural constraints
  - Fiscal Consolidation
  - Sound Investment decisions
  - Restructuring of public sector
- Global competitiveness: Some Issues

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-III**

**MULTIPLE CHOICE TYPE QUESTIONS:** 37, 39, 43, 44, 51, 52, 53, 54, 55, 66

**SHORT ANSWER TYPE QUESTION:** Q 3, 22, 23

**LONG ANSWER TYPE QUESTIONS:** Q1, 2, 13, 14, 29, 30

### **SUGGESTED READING:**

#### **TEXT BOOK:**

1. ibid 1, Page 27-48

#### **ARTICLES:**

1. <https://economictimes.indiatimes.com/news/economy/policy/arun-jaitley-says-planning-steps-to-address-growth-concerns/articleshow/60828732.cms> (2017)
2. <http://www.livemint.com/Politics/17yOQqaCiPVxdZN04kd0NI/Arun-Jaitley-discusses-ways-to-revive-Indias-GDP-growth.html> (2017)

## **LECTURE 20**

### **STRATEGIC OPTIONS FOR BUILDING COMPETITIVENESS**

#### **OBJECTIVE:**

To build competitiveness there are various strategic options available which should be used. In this lecture students would learn various strategies to improve competitiveness.

#### **CONTENTS:**

- Strategies for improving competitiveness of the machine tools sector in India
- Regaining competitiveness: Strategic options for the machine tools industry
- Strategic options for competitiveness
  - Overall cost leadership
  - The differentiation strategy
  - The focus strategy
  - The frontier following strategy
  - Time based strategy
  - The support strategy
  - Meeting felt needs
- Mergers and Acquisitions

- Joint Ventures
- Successful strategies adopted by some foreign machine tool firms
- Conclusion

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-III**

**MULTIPLE CHOICE TYPE QUESTIONS:** 1-20, 33, 34, 35, 36, 41-43, 56, 57, 58, 59, 60, 65

**SHORT ANSWER TYPE QUESTIONS:** Q 3, 4, 5, 6, 16

**LONG ANSWER TYPE QUESTIONS:** Q3, 4, 5, 20, 21, 24, 25

**SUGGESTED READING:**

**TEXT BOOK:**

1 ibid 1, Page 118-136

**LECTURE 21**

**INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

**OBJECTIVE:**

Process of internationalization of Indian industry will be discussed in this lecture.

**CONTENTS:**

- Introduction
- Why go global?
- Key factors for making a global champion.
  - Global Ambition
  - Developing a winning formula that generates sustainable advantage
  - Global leadership capacity
  - Acquisitions and integration
- Companies in India Vs. Indian Companies
- Lurking threat
- Conclusion

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-III**



**MULTIPLE CHOICE TYPE QUESTIONS:** 31,32, 33, 44, 45, 46, 66

**SHORT ANSWER TYPE QUESTIONS:** Q 3, 10, 17, 22

**LONG ANSWER TYPE QUESTIONS:** Q8, 9, 10, 11, 15, 17, 18, 19, 28, 29, 30

**SUGGESTED READINGS:**

**TEXT BOOK:**

1 ibid 1, page 49-63

**ARTICLES:**

1. Sancharan Roy, “Competitiveness in Service Sector: A Case of Hotel Industry in India”, Global Business Review February 2011 -12, pp. 51-69.
2. Parul Gupta, PreshniShrivastava, “Corporate Competitiveness of Indian Pharmaceutical Companies in The Light of New Patent Regime”, Asian Journal of Management Technology & Changes, Vol. 3, Issue 1, 2012, pp. 39-61.
3. NarasimaluSrikanth, Chihiro Watanabe, “ Fusing East and West Leads a Way to Global Competitiveness in Emerging Economy: Lessons from China’s Leap in wind energy Development”, Journal of Technology Management for Growing economies, Vol. 5, No. 2 Oct. 2014, pp. 7-32.
- 4 .<http://www.thehindubusinessline.com/opinion/creating-globally-competitive-smes-in-india/article9606529.ece> (2017)

**LECTURE 22**

**INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

- Asian Paints Indian Ltd: The Global Strategies

**LECTURE 23**

**INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

- Indian Oil Companies’ Race for Self Reliance: Risks and Rewards

**LECTURE 24**

**INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

- The Tata Group – Going Global

## **LECTURE 25**

### **INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

- Global Automobile Industry

## **LECTURE 26**

### **INTERNATIONALIZATION OF INDIAN BUSINESS: SELECTED CASE STUDIES OF GLOBALLY COMPETITIVE INDIAN COMPANIES**

- Case on Global Steel Industry

## **SUGGESTED READING:**

### **TEXT BOOK:**

- 1 ibid 1, Page 72-87

## **UNIT-IV**

## **LECTURE 27**

### **STRATEGIC ALLIANCES**

#### **OBJECTIVE:**

Strategic alliances have become a very important tool in the hands of management to face competition. Therefore it becomes necessary to understand the meaning, types and stages of strategic alliances.

#### **CONTENTS:**

- Introduction
- Types of Strategic Alliances
  - Joint Venture
  - Equity Strategic Alliance
  - Non Equity Strategic Alliance
  - Global Strategic Alliance
- Advantages of Strategic Alliances
- How to Set up a Strategic Alliance
- Stages of Strategic Alliances
  - Strategy Development

- Partners assessment
- Contract Negotiation
- Alliance Operation
- Alliance Termination

## **ASSIGNMENTS FROM QUESTION BANK:**

### **UNIT-IV**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q1,2,4,6, 32- 36, 38, 39, 47, 48, 49, 50, 51, 52, 53, 54 , 67

**SHORT ANSWER TYPE QUESTIONS:** Q 1, 2, 3, 4, 12,13,17, 20, 23, 24, 27, 28

**LONG ANSWER TYPE QUESTIONS:** Q1, 4, 5, 6, 7, 8, 24, 25, 29, 30, 34, 35, 36

### **SUGGESTED READINGS:**

#### **TEXT BOOK:**

- 1 ibid 3, Page 144-168
- 2 ibid 5, Page 31- 57

#### **ARTICLES:**

- 1 Bhaskar Uday, Bhal Kanika T., and Mishra Bijaya, (2012)“Strategic HR Integration and Proactive Communication during M&A: A Study of Indian Bank Mergers”, Global Business Review, Vol. XIII, pp 407-419
- 2 <http://www.india.com/news/agencies/shopmatic-godaddy-announce-strategic-alliance-2692681/>
- 3 <http://www.dqindia.com/metro-cash-carry-announces-strategic-alliance-uber/>
- 4 <http://www.indiaretailing.com/2017/11/21/food/food-grocery/alibaba-group-auchan-retail-ruentex-form-new-retail-strategic-alliance/>

## **LECTURE 28**

### **VALUE CREATION IN ALLIANCES STRATEGY**

#### **OBJECTIVE:**

How to create value in strategic alliances will be discussed in this lecture.

#### **CONTENTS:**

- Introduction to value creation
- Discovering Value in Alliances

- The Logic of Alliance Value Creation
- Value Creation through Co-option
- Value Creation through Co-specialization
- Value Creation Through learning and internationalization

**ASSIGNMENTS FROM QUESTION BANK:**

**UNIT-IV**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q11,12,13, 37- 40, 55, 56, 57, 66, 67

**SHORT ANSWER TYPE QUESTIONS:** Q 13, 14, 15, 20, 24, 25

**LONG ANSWER TYPE QUESTIONS:** Q18, 19, 20, 21,23, 26, 30, 34, 35

**SUGGESTED READINGS:**

**TEXT BOOK:**

- 1 ibid 3, Page 274-306
- 2 ibid 5, Page 59-83

**ARTICLES:**

1. Bhat, Akshay S.,(2012)“Firms’ Motivations for Strategic Alliances”, FIIB Business Review, Vol.1, Special Issue, pp.61-82
2. Mullainathan Sendhil and Eldar Shafir, (2015)“ Leading Ideas”, Grit’s True Value, in Praise of Excess Capacity, Lean, Mean and European Strategy + Business, spring, pp.6-20
3. <https://pakobserver.net/new-indo-pacific-alliance-takes-shape/> (2017)

**LECTURES 29-31**

**CONCEIVING THE ALLIANCES FOR VALUE CREATION**

**OBJECTIVE:**

To study the methods for creating value in strategic alliances,

**CONTENTS:**

- Conceived and managed according to its value creation logic
- Six key aspect of its management agenda
  - Assessment of each partner’s contribution to the alliance
  - Agreement on the scope of the alliances
  - Agreement on tasks critical to the success of the alliance

- Measurement of success
- Progress and duration of alliance
- Points of tension
- Assessing Contributors
- Co-option Contributions
- Co-specialization Contributions
- Learning and Internationalization contributions
- Valuation Conundrum
- Handling Valuation Conundrum
  - Clearly define alliance scope and trade terms between partners
  - Create a separate economic entity
  - Seek external benchmarks
  - Plan for recurring bargain
- Agreeing on the scope of the alliance
  - Strategic Scope
  - Economic Scope
  - Operational Scope
- What Scope Means for Managers
- Understanding Joint Task Demands
- Defining and Measuring Progress
  - Co-option alliances
  - Co-specialization alliances
  - Learning alliances
- Different Goals, Different Measures
- The Danger of Measuring the Wrong Things
- The Balanced Scorecard

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT-IV**

**MULTIPLE CHOICE TYPE QUESTIONS:** Q8, 9, 17, 35- 37, 58, 59, 60

**SHORT ANSWER TYPE QUESTIONS:** Q 14, 15, 16, 17, 21

**LONG ANSWER TYPE QUESTIONS:** Q 4, 10, 11, 13, 14, 22, 26, 27, 29

#### **SUGGESTED READING:**

#### **TEXT BOOK:**

- 1 ibid 3, Page 274-306.
- 2 ibid 5, Page 87 - 192

## **LECTURES 32-34**

### **MANAGEMENT OF STRATEGIC ALLIANCES**

#### **OBJECTIVE:**

After choosing the best strategic alliances we need to manage it. In these lectures students will learn how to manage the strategic alliances to achieve the goal of global competitiveness.

#### **CONTENTS:**

- How to get along: Three Guideline Principles
- The greatest management challenges: 12 tough tasks
- Find me a leader: Who is Mr. Right?
- Build a solid management team
- Five ingredients for management success
- Autonomy yields savvy marketing strategy for Fuji Xerox
- Managing marketing: The perils, the profits
- Six steps to a better marriage
- Managing the functional alliance
- Companies cite their main management problems

#### **ASSIGNMENTS FROM QUESTION BANK:**

#### **UNIT-IV**

**SHORT ANSWER TYPE QUESTIONS: Q 8, 9, 10**

**LONG ANSWER TYPE QUESTIONS: Q 2, 3, 11, 12, 23, 27, 31**

## **LECTURES 35-37**

### **CASES ON STRATEGIC ALLIANCES IN INDIAN CONTEXT**

#### **OBJECTIVE:**

Discussion of case studies for developing the analytical skill among the students.

#### **CONTENTS:**

- **FICCI in strategic alliance with US body for quality assessment**
- Wipro and IBM forge strategic alliance to address India and Asia Pacific IT markets
- Strategic Value-Chain Analysis of Indian Pharmaceutical Alliances

## **SUGGESTED READINGS:**

### **ARTICLES:**

1. RajanRaghuram G., (2015)“Going Bust for Growth”, RBI Bulletin June 2015, Pp.7-18
2. [https://sputniknews.com/radio\\_level\\_talk/201711231059358008-the-age-of-economic-alliances-between-russia-china-and-india/](https://sputniknews.com/radio_level_talk/201711231059358008-the-age-of-economic-alliances-between-russia-china-and-india/) (2017)