

## **Semester VI**

BB601	Total Quality Management
BB602	Retail Management
BB603	Strategic Management
BB604	Indian Ethos in Management
BB605M	Marketing of Services
BB606M	Consumer Behaviour
BB605F	Merchant Banking and Financial Services
BB606F	International Finance
BB605H	Performance Management
BB606H	Leadership Skills and Change Management

## BB601

## Total Quality Management

**Course Objective:** The objective of this course is to develop an insight and understanding of Total Quality Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>Introduction</b> – Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.
<b>Unit-II</b>	<b>TQM thinkers and Thought</b> – Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby’s theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award.
<b>Unit-III</b>	<b>TQM tools-</b> Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need.
<b>Unit-IV</b>	<b>Six Sigma-</b> Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.
<b>Unit-V</b>	<b>Statistical Process Control-</b> Central Tendency, The seven tools of quality, Normal curve, Control charts, Process Capability.
<b>Unit- VI</b>	<b>Quality Systems-</b> ISO 9000, ISO 9000:2000, ISO 14000, other quality systems.

### BOOKS:

1. Basterfield, Total Quality Management, Pearson Education, New Delhi.
2. Logothitis, Total Quality Management, Prentice Hall of India, New Delhi
3. Janakiraman & Gopal Total Quality Management : Text and cases, Prentice Hall of India, New Delhi

## BB602

## Retail Management

**Course Objective:** The objective of this course is to develop an insight and understanding of Retail Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>Introduction to retailing:</b> Definition and scope, evolution of retailing, types of retail, trends in retailing industry, benefits of retailing, retailing environment.
<b>Unit-II</b>	<b>Retail purchasing and pricing:</b> Purchase management:- Merchandise purchasing, open to buy, open to buy planning, analyzing the merchandise performance, Pricing strategies:-every day pricing, competitive based pricing, price skimming, market-oriented pricing, marginal cost pricing. Retail price strategies: - mark-up pricing, vendor pricing, competitive pricing, psychological pricing.
<b>Unit-III</b>	<b>Retail marketing and promotion:</b> Nature and scope:-relationship marketing, market strategies, retail research  Understanding the retail customer:- retail market, population analysis, demographic analysis, consumer behaviour  Retail promotion Mix: - Retail promotion programme, retail advertising media, promotional budget.  Customer services: - customer services, services quality gaps, service recovery.
<b>Unit-IV</b>	<b>Information system in retailing:</b> Acquiring and using information strategies, technology in retail, information sources, retail information system.
<b>Unit-V</b>	<b>Retailing in India:</b> Evolution and trends in organised retailing, Indian organised retail market, FDI in Indian organised retail sector, retail scenario in India, future trends of retail in India.
<b>Unit-VI</b>	<b>Ethical and legal issues in Retailing:</b> Dealing with ethical issues, social responsibility, environmental orientation, waste reduction at retail stores.

### BOOKS:

1. Swapna Pradhan, Retail Management, Tata McGraw Hill, New Delhi
2. Gibson Vedamani, Retail Management:Functional Principles and Practives, Jaico Publishing, New Delhi

**BB603****Strategic Management**

**Course Objective:** The objective of this course is to develop an insight and understanding of Strategic Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<p><b>Strategic Management: An Introduction</b></p> <p>Strategic thinking Vs Strategic management Vs Strategic planning, Meaning of strategic management, concept of strategy, policy and strategy, strategy and tactic, Strategy and strategic plan, Nature of strategic plan, nature of strategic decisions, approaches to strategic decision making, levels f strategies, The strategic management process, strategic management: merits and demerits</p>
<b>Unit-II</b>	<p><b>Mission, Objectives, Goals and Ethics</b></p> <p>What is mission, concept of goals, Integration of individual and organisation goals: A Challenge, How Objectives are pursued, how are mission and objectives are formulated, why do mission and objective change, vision mission, objectives, goals and Strategy: Mutual relationships, core of strategic management: vision A-must, ethics and strategy</p>
<b>Unit-III</b>	<p><b>External environment: Analysis and appraisal</b></p> <p>Concept of environment, environmental analysis and appraisal, why environmental scanning and analysis, component of environment, SWOT:A tool of environment analysis, techniques of environmental search and analysis, ETOP: A technique of diagnosis, decision making on environmental information.</p>
<b>Unit-IV</b>	<p><b>Organisational change and innovation:-</b></p> <p>Planned and unplanned change, causes or forces of organisational change, managing planned change, choosing a change strategy, creativity and innovation in organisations, organisational creativity and innovation process, learning organisation</p>
<b>Unit-V</b>	<p><b>Generic competitive strategy:-</b></p> <p>Generic vs. competitive strategy, the five generic competitive strategy, competitive marketing strategy option, offensive vs. defensive strategy,</p> <p><b>Corporate strategy:-</b></p> <p>Concept of corporate strategy , offensive strategy, defensive strategy, scope and significance of</p>

	corporate strategy
<b>Unit-VI</b>	<b>Strategic evaluation and control:-</b> Evaluation of strategy and strategic control, why strategy evaluating, criteria for evaluation and the evaluation process, strategic control process, types of external controls.

**BOOKS:**

1. Azhar Kazmi, Strategic Management and Business Policy, Tata Mcgraw Hill, New Delhi.
2. Thomas Wheelen, Thomas Hunger, J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson Education, New Delhi

## BB604

## Indian Ethos in Management

**Course Objective:** The objective of this course is to develop an insight and understanding of Indian Ethos in Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance; Environmental Concerns and Corporations.
<b>Unit-II</b>	Ethical Issues related with Advertisement and Marketing; Secular versus Spritual Values in Management, Work Ethics, Stress at Workplace
<b>Unit-III</b>	Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment
<b>Unit-IV</b>	Indian Ethos: Values and Ethics; Requisites for Ethics Globally
<b>Unit-V</b>	A Holistic Management System; Management in Indian Perspective
<b>Unit -VI</b>	Social values and business: impact on society on different issues and business participation in cultural affairs, democracy judiciary machinery.

### BOOKS:

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson Education, New Delhi
2. A.C Fernando, Corporate Governance, Pearson Education, New Delhi
3. R. Nandagopal, Ajith Sankar, Indian Ethos and Values in Management, New Delhi

## BB605M

## Marketing of Services

**Course Objective:** The objective of this course is to develop an insight and understanding of Marketing of Services

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>INTRODUCTION TO SERVICE MARKETING-</b> Meaning, Definition, Characteristics, Components, Classification of Service Marketing, Factors Leading to a Service Economy.
<b>Unit-II</b>	<b>SERVICE CONSUMER BEHAVIOUR-</b> Understanding the Service Customer as a Decision Maker, Customer purchase is Associated with Risk, How Service Customers Evaluate the Service, The Service Consumer Decision Process, and The Decision Making Process in the Service Sector, Components of Customer Expectations, Service Satisfaction, Service Quality Dimensions,
<b>Unit-III</b>	<b>THE SERVICE DELIVERY PROCESS-</b> Managing Service Encounters, Common Encounter Situations, Managing Service Encounters for Satisfactory Outcomes, Service Failure, Service Recovery, Process of Service Recovery, Customer Retention and Benefits.
<b>Unit-IV</b>	<b>STRATEGIC ISSUES IN SERVICE MARKETING-</b> Market Segmentation in the Marketing of Services, Target Marketing, Positioning of Services-How to Create a positioning Strategy, Developing and maintaining Demand and Capacity.
<b>Unit-V</b>	<b>CHALLENGES OF SERVICE MARKETING-</b> Marketing Planning for Services, Developing and Managing the Customer Service Function, Developing and Maintaining Quality of Services,.
<b>Unit-VI</b>	<b>RELATIONSHIP MARKETING-</b> The levels of Customer Relationships, Dimensions of a Relationship, Goal of relationship marketing.

### BOOKS:

1. Zeithmal, Bitner, Service Marketing (SIE), Tata Mcgraw Hill, New Delhi
2. Harsh V. Verma, Services Marketing, Pearson Education, New Delhi

## BB606M

## Consumer Behaviour

**Course Objective:** The objective of this course is to develop an insight and understanding of Consumer Behaviour

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	Introduction and concept:-Introduction market strategy and consumer behaviour, Market Analysis, consumer decision process.
<b>Unit-II</b>	Culture and consumer behaviour: - Meaning of culture, Characteristics of culture, function of culture. types of culture, Cross-cultural consumer analysis:- cross cultural marketing objectives, Basic areas for cross-cultural marketing, problem in cross cultural marketing. Motivation and consumer behaviour: - Introduction, motives and motivation, positive or negative motivation, Consumer motives:- personal ,social motives, Involvement:-types of involvement, measuring involvement, values , values and attitudes, means and end chain model.
<b>Unit-IV</b>	Perception and consumer behavior:- Introduction, of groups , advantages and disadvantage of groups, reference group, types of reference group, social class and consumer behavior- Introduction social class categorization, social class life style and buying behavior, social class and market segmentation, social factors, social class and consumer behavior.
<b>Unit-V</b>	Perception and consumer behaviour: - Introduction, meaning, nature, Importance and limitation of perception, Barriers to accurate perception, Sensation, perception of values, perception of process. Determining consumer buying Behaviour:-Consumer purchase decision, types of decision, types of decision behaviour, buying stage and situational influence, models of consumer behaviour- Economic model, learning model, sociological model, Howard Sheth model of buying.
<b>Unit-VI</b>	Attitude and consumer behaviour:- Meaning of attitude, nature and characteristics of attitude, types of attitude, learning of attitude, sources of influence on attitude formation, Model of attitude- Tricomponent attitude model, multiattribute attitude model, Consumer decision making process:- Introduction, levels of consumer decision ,consumer information processing model ,Hierarchy of effects model.

### BOOKS:

1. Ramneek Kapoor, Consumer Behaviour: Text and Cases, Tata McGraw Hill, New Delhi
2. Ramanuj Majumdar, Consumer Behaviour, PHI Learning, New Delhi



## BB605F

## Merchant Banking and Financial Services

**Course Objective:** The objective of this course is to develop an insight and understanding of Merchant Banking and Financial Services

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>Merchant Banking:</b> Nature and scope of Merchant Banking - Regulation of Merchant Banking Activity - overview of current Indian Merchant Banking scene - structure of Merchant Banking industry - primary Markets in India and Abroad - - professional Ethics and code of conduct - current Development.
<b>Unit-II</b>	<b>Financial Services:</b> Meaning and Definition, Role of Financial Services in a financial system. <b>Leasing:</b> Meaning and features. Introduction to equipment leasing: Types of Leases, Evolution of Indian Leasing Industry. <b>Legal Aspects of Leasing:</b> present Legislative Framework. <b>Hire purchase:</b> concept and characteristics of Hire purchase. Difference between hire purchase and leasing.
<b>Unit-III</b>	<b>Factoring:</b> concept, nature and scope of Factoring - Forms of Factoring - Factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting- Evaluation of a Factor - Evaluation of Factoring - Factoring in India current Developments.
<b>Unit-IV</b>	<b>Securitization / Mortgages:</b> Meaning, nature and scope of securitization, securitization as a Funding Mechanism, securitization of Residential Real Estate - whole Loans - Mortgages - Graduated-payment.
<b>Unit-V</b>	<b>Depository:</b> Meaning, Evolution, Merits and Demerits of Depository. Process of Dematerialization and Dematerialization. Brief description of NSDL and CDSL.
<b>Unit-VI</b>	<b>Security Brokerage:</b> Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

### BOOKS:

1. S. Gurusamy, Merchant Banking and Financial Services, TataMcgraw Hill, New Delhi
2. Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services, TataMcgraw Hill, New Delhi

**BB606F****International Finance**

**Course Objective:** The objective of this course is to develop an insight and understanding of International Finance.

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	Introduction: International Trade, Its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers To Foreign Trade, Tariff And Non-Tariff Barriers.
<b>Unit-II</b>	Balance of Payment : Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.
<b>Unit-III</b>	Foreign Exchange Markets: Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage
<b>Unit-IV</b>	Exchange Rate Determination: Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control, Objectives Of Exchange Control.
<b>Unit-V</b>	Instruments: ADR, GDR, Euro Currencies, International Commercial Papers.
<b>Unit-VI</b>	International Financial Institutions: Introduction To IMF, Its Importance, Functions and Significance.

**Books:**

1. V.A.Avadhani, "International Finance", Edition, Himalaya Publication., Mumbai
- 2.P.G.Apte, "International Financial Market", Tata Mc Graw Hill, New Delhi
- 3.A.K.Seth, "International Financial Management", Galgotia Publications, New Delhi

## BB605H

## Performance Management

**Course Objective:** The objective of this course is to develop an insight and understanding of Performance Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>Performance Appraisal</b> – Conceptual framework, Definition of performance appraisal, Objectives of performance appraisal, Process of performance appraisal, Importance of performance appraisal.
<b>Unit-II</b>	<b>Performance Management System</b> – Concept of performance management, Definition of Performance management, Purposes of performance management, Elements of performance management, Performance Appraisal v/s Performance Management, Designing a Performance Management System.
<b>Unit-III</b>	<b>Behavioural Performance Management-</b> Definition of Learning, Learning Theories, Principles of Learning, Role of Organizational Reward Systems, Behavioural Performance Management and OB Modification.
<b>Unit-IV</b>	<b>Potential Appraisal and HRD-</b> Conceptual framework, Meaning and Definition of Potential Appraisal, Objectives of Potential Appraisal, Potential Appraisal and Performance Appraisal, Concept of HRD, Objectives and challenges of HRD, HRD Mechanisms and HRD outcomes.
<b>Unit-V</b>	<b>Competency Analysis and Competency Mapping-</b> Meaning and definition of Competency, Concept of competency Analysis, Approaches to Competency analysis, Competency Mapping, Need Development and assessment of Competency Models, Competency and Performance, Tools to identify the competencies of the Employees.
<b>Unit- VI</b>	<b>Performance counselling-</b> Introduction to Performance counselling, Concept of Performance Counselling, Principles of Performance Counselling, Performance Counselling skill.

### BOOKS

1. T.V. Rao, Performance Management and Appraisal Systems, Sage Publications, New Delhi
2. Rober Bacal, Performance Management, Tata McGraw Hill, New Delhi

## BB606H

## Leadership Skills and Team Management

**Course Objective:** The objective of this course is to develop an insight and understanding of Leadership Skills and Team Management

**Examination Scheme:** Students shall be evaluated on two components, internal and end semester examination. The Semester Exam shall be worth 80 marks, it will have two sections A and B. Section A worth 60 marks will comprise of seven theory questions, out of which a student will be required to attempt any four questions. Section B worth 20 marks will contain a case.

<b>Unit-I</b>	<b>Nature and importance of leadership:</b> The meaning of leadership, leadership as a partnership, leadership vs. management, the impact of leadership on organisational performance, leadership roles, the satisfaction and frustration of being a leader, Traits, motives and characteristics of leaders: personality traits of effective leaders, leadership motives- cognitive factors of leadership.
<b>Unit-II</b>	<b>Effective Leadership behavior and attitudes:</b> Task-related attitudes and behavior, relationship oriented attitudes and behaviors, super leadership:-leading others to lead themselves,360 degree feedback for fine-tuning leadership approaches.
<b>Unit-III</b>	<b>Leadership styles:</b> The leadership continuum, classical leadership style, the boss-centered vs. employee-centered leadership continuum, the autocratic participative free rein continuum, the leadership grid style, the entrepreneurial leadership style, gender difference in leadership style, selecting the best leadership style.
<b>Unit-IV</b>	<b>Developing team work:</b> Team leadership vs. solo leadership, advantage and disadvantage of group work and team work, the leaders role in the team based organization, leader behavior and attitude the foster teamwork leadership development , succession and future: development through self awareness and self-discipline, leadership development programmes.
<b>Unit-V</b>	<b>Process of Change :</b> Introduction ,drivers of change in business, alternative strategies of change ,process of change, change models ,phases of planned change , resistance to change overcoming resistance to change Principles of change.
<b>Unit-VI</b>	<b>Change agents :</b> Introduction, role of change agent ,competencies of change agents, cognitive competencies , functional ,inter-personal competencies, problem solving decision skills.

### BOOKS:

1. Radha R. Sharma, Change Management, Tata Mcgraw Hill, New Delhi
2. Stephen P. Robbins, Organization behaviour, Pearson Education, New Delhi