

Appendix "E" Item No.10

BBA/MBA PROGRAME CONSUMER BEHAVIOR

Objective

1. The objective is to enable students to understand the behavior and its applications and the recent trends in understanding consumers better.
2. To understand consumer behaviour in an informed and systematic way.
3. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
4. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
5. To give the students a perspective to understand the application of market research in framing effective marketing strategies.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Discuss the rationale for studying consumer behaviour.
2. Identify and explain factors which influence consumer behaviour inclusive of society and culture.
3. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
4. Develop communication skills both orally and in writing within marketing contexts
5. Demonstrate the capability to work both independently and in a team environment employing inquiry processes to complete marketing projects.

Unit I : Introduction to Consumer Behaviour - Need to study Consumer Behaviour;; current trends in Consumer Behaviour; Market segmentation & consumer behaviour.

Unit II : INDIVIDUAL DETERMINANTS OF CONSUMER BEHAVIOUR : motivation; personality and selfconcept; consumer perception; learning & memory; nature of consumer attitudes; consumer attitude formation and change.

Unit III : ENVIRONMENTAL DETERMINANTS OF CONSUMER BEHAVIOUR Family influences; Influence of culture; subculture & cross cultural influences; group dynamics and consumer reference groups; social class & consumer behaviour.

Unit IV : CONSUMER'S DECISION MAKING PROCESS :Problem recognition; Search & Evaluation; Purchase processes; Post-purchase behaviour;

personal influence& opinion leadership process; Diffusion of innovations; Models of Consumer Behaviour;

Unit V : CONSUMER SATISFACTION & CONSUMERISM :Concept of Consumer Satisfaction; Working towards enhancing consumer satisfaction; sources of consumer dissatisfaction; dealing with consumer complaint. Concept of consumerism; consumerism in India and consumer protection act in india;

SUGGESTED READINGS:

1. Leon. G. Schiffman & Leslve Lazer Kanuk; Consumer behaviour; 6th Edition; PHI, New Delhi, 2000.
2. Suja.R.Nair, Consumer behaviour in Indian perspective, First Edition, Himalaya Publishing House, Mumbai, 2003.
3. Batra/Kazmi; Consumer Behaviour.
4. David. L. Loudon & Albert J. Bitta; Consumer Behaviour; 4th Edition, Mcgraw Hill, Inc; New Delhi, 1993.
5. K. Venkatramana, Consumer Behaviour, SHBP

ADVERTISING MANAGEMENT

Objectives:

1. The objective is to provide an understanding about the purpose of advertising and learn the concepts of advertising.
2. To provide with a working knowledge of the major frameworks and research findings in the area of advertising management.
3. The goal of this course is not to simply learn the material, but rather it is to integrate and apply it. By the end of this course, Student should not only be familiar with a large body of advertising knowledge, but you should also be able to apply this information to create and evaluate effective advertising strategies and tactics.
4. Identify and make decisions regarding the most feasible advertising appeal and media mix.
5. Identify key players in advertising industry. Course Learning Outcomes
Upon successful completion of the course, the student will be able to:
 1. Appreciate the ways that communication through advertising influences and persuades consumers;
 2. Discuss the role of the advertising agency and its client relationships;
 3. Identify advertising's place in the communications mix;
 4. Discuss the decisions which need to be made in budgeting and planning for promotion;

5. Research and prepare a profile of media habits for a given target market;

Unit I : INTRODUCTION & BASIC CONCEPTS: Definition -Advertising purpose and functions; Economic, social & ethical aspects of advertising; Advertising & the marketing mix, Advertising as a communication process; types of advertising;

Unit II: ADVERTISING AND CAMPAIGN PLANNING :Marketing strategy & Situation analysis; Advertising plan; Advertising objectives; DAGMAR approach; Advertising strategy; Advertising campaign-planning process.

Unit III: CREATIVE STRATEGY: Creative approaches in advertising; The art of copywriting; Advertising copy testing; creativity in communication, motivational approaches & appeals

Unit IV: Role of media; types of media; their advantages and disadvantages; Media research & advertising decisions; media planning, selection & scheduling strategies.

Advertising budget process; Methods of determining Advertising appropriations.-Advertising agencies and their role.

Unit V: : Advertising Agencies: structure & functions of an advertising agency; Selection & coordination of advertising agency; Advertising regulations; Internet advertising. Methods of measuring advertising effectiveness;

SUGGESTED READINGS:

1. Rajeev Batra, John. G. Myers. T. David. A. Aaker; Advertising Management; 5th Edition, PHI Edition, New Delhi, 1998.
2. Kazmi/Batra; Advertising & Sales promotion 3rd Edition
3. Jefkins & Yadin; Advertising, 4th Edition; Pearson Education, New Delhi, 2000.
4. Manendra Mohan; Advertising Management - Concepts & Cases; Tata McGraw Hill Publishing company Ltd, New Delhi 2001.
5. K. Venkataraman, Advertising & Media Management, SHBP.

SALES MANAGEMENT

Objective:

1. Understanding the human dynamic in managing salespeople and discussing some of the opportunities and challenges that sales managers face in their day-to-day work
2. To familiarize students with the process of selling and increase the skills required for personal selling.
3. Demonstrate an understanding of the role of the sales force as a part of the marketing mix;

4. Apply in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.

5. Understand the role of the function of sales management in the corporate structure.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Understand the skills required to become adept in personal selling.
2. Identify the steps in personal selling and gain understanding on lead generation and converting prospects into customers.
3. Develop an effective sales compensation plan.
4. Evaluate the performance of a sales person.
5. Organize sales territories to maximize selling effectiveness. Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice.

UNIT I: Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations

UNIT II: Selling skills & Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action.

UNIT III: Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting quota. Recruitment and selection of sales force, Training of sales force.

UNIT IV: Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process

UNIT V: Sales Manager and Sales Person: Role of sales manager and sales people; functions of sales manager, functions of sales person, types and characteristics of sales manager and sales people-Time management for sales manager and sales person.

Suggested Readings:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication

3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.

4. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.

5. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.

RETAIL MANAGEMENT

Objective

1. To enable students to acquire skills in Retail Management.
2. Become competent to answer as to How retailing works and the factors that influence its success
3. Understand how to create a shopping experience that builds customer loyalty.
4. Learn how to receive, present and maintain merchandise.
5. Learn how to identify, hire, retain and build retail talent and the functions that support service and sales.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Evaluate current retailing trends based on retail environment in India.
2. Identify various retail opportunities and evaluate the strategies associated with each type of opportunity.
3. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.
4. Identify important aspects of Merchandise Management.
5. Assess current Indian retail practices in their ability to respond to environmental trends.

Unit I : Definition – functions of retailing - types of retailing – forms of retailing based on ownership. Retail theories – Wheel of Retailing – Retail life cycle. Retailing in India – Influencing factors – present Indian retail scenario.

Unit II : Buying decision process and its implication to retailing – influence of group and individual factors. Customer shopping behavior - Customer Service satisfaction. Retail planning process – Factors to consider – Preparing a complete business plan – implementation – risk analysis.

Unit III : Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations: Store Layout and visual merchandising– Store designing, Retail Operations - Inventory management.

Unit IV : Merchandise Management – Category Management Retail marketing mix – Introduction. Human Resource Management in Retailing – Manpower planning – recruitment and training – compensation – performance appraisal.

Unit V : Non store retailing (E tailing) The impact of Information Technology in retailing - Integrated systems and networking – EDI – Bar coding – Electronic article surveillance – Electronic shelf labels – customer database management system.

SUGGESTED READINGS:

1. Barry Bermans and Joel Evans, “Retail Management – A Strategic Approach”, 8th edition, PHI Private Limited, New Delhi, 2002.
2. Suja Nair: Retail Management, HPH.
3. A.J. Lamba, “The Art of Retailing”, 1st edition, Tata Mc GrawHill, New Delhi, 2003.
4. SwapnaPradhan, Retailing Management, 2/e, 2007 & 2008, TMH
5. A. Siva Kumar; Retail Marketing, Excel Books

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

OBJECTIVE:

1. understanding of the primary differences between logistics and supply chain management
2. Identify the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain
3. To know the management components of supply chain management
4. Understanding of the tools and techniques useful in implementing supply chain management .
5. Knowledge about the professional opportunities in supply chain management.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. The student Can understand the Tier Suppliers, Vendors and end users contribution in Value chain.
2. Could enhance the knowledge of Value added service and gap Management for effective and smooth Supply chain within the frame of suitable Logistics.
3. Demonstrate operational purchasing methods and techniques on supplier management and supply in specific business contexts.

4. Explain the strategic importance of logistic elements and describe how they affect supply chain management.

5. Gain understanding on transportation and routing and scheduling.

UNIT I : Nature and Concepts - Logistics in India – Strategic Logistics Planning Process – Value Chain – Outsourcing and 3 pls – 4th Party Logistics (4pls)

UNIT II : Bullwhip effect and Supply Chain – Supply Chain Relationships – Conflict Resolution strategies for harmonious relationships – Components of Logistics – Gaps analysis for Customer service measurements.

UNIT III : Operational Logistical information system – Integrated information technology - solution for Logistics and Supply chain – Emerging technologies in Logistics and Supply chain.

UNIT IV : Warehousing and Distribution Centers – Concepts of Warehousing – Types of Warehouse – Functions of Ware housing – Strategy – Design – Operational Mechanism – Materials handling – objectives –principles – equipments

UNIT V : Transportation – Position of transportation – elements of cost – Modes -0 Multi model transport Containerisation – Indian infrastructure – Decision – Networks– Protective Packaging – concept – forms of packaging – problems – policy .

SUGGESTED READINGS:

1. D.K. Agarwal (2010), Logistics and Supply Chain Management, New Delhi: Macmillan Publications.
2. Sunil Chopra (2013), Supply Chain Management: Strategy, Planning and
3. Operations (5th Ed.), New Delhi: Pearson Education.
4. Vinod V Sople (2012), Supply Chain Management: Text and Cases, New Delhi: Pearson Education.
5. G. Srinivasan (2010), Quantitative Models in Operations and Supply Chain Management, New Delhi: PHI Learning.

FINANCIAL INSTITUTIONS AND MARKETS

Objectives:

1. To introduce students with financial system and financial markets.
2. Provide an understanding to the world of financial services.
3. To enrich student's understanding of the fundamental concepts and working of financial service institutions.
4. Helps in understanding roles, functions and regulatory system of Indian financial institutions.

5. To equip students with the knowledge and skills necessary to become employable in the financial service industry.

Outcomes:

On completion of this paper, the students will be able to

1. Understand the role and function of the financial system in reference to the Indian Economy.
2. Demonstrate an awareness of the current structure of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.
4. Distinguishes effects of money market tools on the financial system.
5. Understand Regulatory system of Indian Financial Institutions & System

Unit-I : Financial Markets: Financial System and Financial Markets- Meaning, Types, Classification of Financial Markets, Money Market, Call money Market, Govt. Securities Market. Capital Market, Debt Market, Primary and Secondary Market, Interlinking Financial Markets-Indian and Global Financial Markets.

Unit-II : Financial Institutions- meaning, purpose: Broad Categories- Special Characteristics, Money Market Institutions, Capital Market Institutions, Stock Exchanges: functions, Security and Exchange Board of India (SEBI) – Introduction, objectives and powers.

Unit-III : Financial Services Institutions: Clearing Corporation of India Ltd, Discount and Finance House of India Ltd, National Securities Depository Ltd, Securities Trading Corporation of India Ltd, Credit Rating Institutions.

Unit-IV : Financial Instruments: Commercial Papers, Certificate of Deposits, Treasury Bills, Commercial Bills, Gilt- edged Securities, Equity Shares, Dematerialisation, Preference Shares, Debentures and Warrants

Unit-V : Indian Financial Institutions: Commercial Banks- Roles, Functions, Regulations, Public Sector, Private Sector and Foreign Banks, Development Banks: IFCI, IDBI, SFCs, NABARD, RRBs, SIDBI, IIBI, Non-Banking Financial Institutions, Insurance Companies- Public and Private, Investment Policy, Regulatory Authority

SUGGESTED READINGS:

1. S Gurusamy, Financial Markets and Institutions, Thomson
2. Gordon & Natrajan; Financial Markets and Services, Himalaya Publishing House
3. Khan & Jain, Financial Services – TMH Publishers.
4. Machiraju V, Financial Services - Vikas Publishing House.
5. V.A. Avadhani, Indian Capital Market- Himalaya Publishing house.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Objectives:

1. To introduce the student the process of investment and associated considerations
2. To make the student aware of the theoretical basis of management of investment portfolios.
3. To help the student learn how to analyse portfolios
4. To acquaint the students with the working of security market and principles of security analysis
5. To develop the skills required for students to judge the competitive position of firms in capital market and review the related business decisions.

Outcomes:

On completion of this paper, the students will be able to

1. Explain the process of investment and how investment decisions will be taken.
2. Construct the portfolios to minimise risk and maximise returns.
3. Identify the best yielding portfolios in the market.
4. Judge the different alternatives based on risk and return to have better investment.

Unit- I: Investment management: Introduction, Meaning and scope of Investments; Investment Process; Objective; Investment Planning, Variables in Investment Decisions; Investment Avenues; Investment versus Speculation, Types of securities.

Unit –II: Risk and return: Meaning and Types of security risks-systematic risk, unsystematic risk; measurement of total risk and valuation of securities.

Unit –III: Fundamental analysis: concept and significance of economic analysis, industry analysis: introduction, need for industry analysis, alternative classification of industry, industry life cycle analysis, Company analysis: nature and style of management, key role of financial analysis, ratio analysis. Technical analysis: different techniques of technical analysis.

Unit- IV: Elements of Portfolio Management, Portfolio models- Markowitz model, Sharpe single Index model, Capital Asset Pricing Model.

Unit –V: Performance Evaluation of Portfolios: Sharpe Model and Jensen's model, Emerging issues in SAPM.

Reference Books:

1. Avadhani,VA, Security Analysis and Portfolio Management, Himalaya Publishers.
2. Investment Analysis and Portfolio management – Prasanna Chandra – TMH

3. Investment Management – VK Bhalla - S.Chand & Co

4 Security Analysis & Portfolio Management, S.Bhat, Excel Books.

5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House.

FOREIGN EXCHANGE MANAGEMENT

Objectives:

1. To understand how the foreign Exchange Market operates
2. To understand the principles of Currency valuation
3. To explain techniques that can be used to hedge foreign exchange risk
4. To create an understanding on foreign exchange Management in India

Outcomes:

On completion of this paper, the students will be able to

1. Understand the mechanism of foreign exchange markets as well as how exchange rates are quoted.
2. Know the factors that drive exchange rates, in particular how spot and forward rates are related to interest rates and inflation dynamics.
3. Learn how to use these relations in foreign exchange rates forecasting.
4. Use main techniques of hedging foreign exchange risk.

Unit - I: Forex management: Objectives, significance, Nature and scope of Forex management, relationship between Forex management and financial management, Forex management and global environment.

Unit-II: International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, International capital and money market instruments – GDRs, ADRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III: Foreign Exchange Market: Functions, characteristics, organization, and participants, mechanism of making international payments and cost associated with international payments.

Unit-IV: Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade.

Unit-V: Foreign Exchange Risk Hedging techniques: Swaps, Options, offshore banking, payment terms.

SUGGESTED READINGS:

1. Jeevanandan, C, Foreign Exchange and risk Management, Sultan Chand and sons.

2. Chatterjee, Principles of Foreign Exchange, Himalaya.
3. Ian Giddy, Global Financial Markets, AIYBS, New Delhi.
4. Sudhir Kochhar, Foreign Exchange Operations under FEMA, Bloomsbury India.

INTERNATIONAL TRADE AND FINANCE

Objectives:

1. To Gain understanding of the basic concepts and principles of International trade.
2. To outline the relationship between foreign trade and economic growth.
3. To understand EXIM policy, role of trade credit agencies and FEMA.
4. To elucidate the basics of International Financial markets such as Capital markets and Forex markets.
5. To understand export promotion schemes and incentives offered by Indian government in promoting international trade.

Outcomes:

On completion of this paper, the students will be able to

1. Explain the fundamental theories and concepts of international trade.
2. Apply functions, provisions of international trade system to facilitate the global trade.
3. Apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations.
4. Perform financial documentation work related to international trade.
5. Understand Financing methods for import of Capital goods.

Unit – I: International Trade : Basis of International Trade, Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Barriers to International Trade – Indian EXIM Policy.

Unit – II: Export and Import Finance: Special need for Finance in International Trade – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

Unit – III: Foreign Exchange Markets – Spot Prices and Forward Prices Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade –FEMA Determination of Foreign Exchange rate and Forecasting

Unit – IV: Export Trade Documents: Financial Documents – Bill of Exchange – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note.

Unit – V: Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License –EPZ – EQU – SEZ.

SUGGESTED READINGS:

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
4. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
5. Jeevanandam. C, International Business, M/s Sultan & Chand, Delhi, 2008
6. Sumati Varma, International Business, Pearson Publications, 3rd Edition, 2016.

FINANCIAL DERIVATIVES

Objective:

To equip students with principles and techniques of Complex Derivatives like Greeks & Exotic Options Course Contents

Objectives:

1. To enlighten the students with the Concepts and Practical applications of derivatives in the Security markets.
2. To enable students understand forwards, futures, options and swaps
3. To enable students identify derivatives as hedging techniques for minimising risk.
4. To make students capable of calculating option pricings of different options

Outcomes:

On completion of this paper, the students will be able to

1. Present in detail the concepts of forward, futures, options, swaps etc.
2. Understand option pricing models.
3. Understanding the concept of hedging, speculation and arbitrage.

Unit- I: Introduction: Origin and History of derivatives in India, the classification of derivatives, the important features of derivatives, Uses of Derivatives, Financial and Derivative markets - Fundamental linkages between spot & Derivative Markets.

Unit- II: Future and Forward Market: structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Determination of Forward and future prices - Interest rate futures, Currency futures and Forwards.

Unit – III: Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices.

Unit – IV: Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model: One Period, Two Period and multiple Period – Black Scholes Option Pricing Model.

Unit – V: Swaps: Concept and Nature, Evolution of Swap Market, The structure of swaps - Interest Rate Swaps, Currency Swaps, Commodity Swaps, Credit Risk in Swaps, Swaps to Manage Risk, Pricing and Valuing Swaps.

Reference Books:

1. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education
2. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
3. David A. Dufresne, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
4. Sunil K. Parameswaran, "Futures Markets: Theory and Practice" Tata McGraw-Hill Publishing Company Ltd.
5. D.C. Parwari, Financial Futures and Options, Jaico Publishing House
7. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.

CHANGE MANAGEMENT

OBJECTIVE:

1. Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. To understand the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
3. Gain fundamental knowledge of the models and theories of change management.
4. Acquire basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
5. Learning how to apply some of the key concepts and tools organizational development and change leadership and management.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To understand the need and philosophy of organization change and development in the changing times.
2. To learn the models of change and its applications to the field of change.
3. To understand the nature of corporate culture and its role in change management.
4. To comprehend designing and evaluation of different types and levels of interventions and their ability to address organization's survival.
5. To explore the role of intergroup development in improving the organizational performance

UNIT-I: Organizational Change: Introduction, forces of change, planned internal change, planned external change, types of change.

UNIT-II: Models of Change: Characteristics, Systems Model, Lewin's Force Field Analysis, Continuous Change Process Model, change and its impact, resistance to change.

UNIT-III: Organizational Culture and Change: Corporate culture, a systematic approach to making change, ten keys to effective Change Management.

UNIT-IV: Organizational Development: Characteristics, assumptions of OD, Model of OD Action Research.

UNIT-V: OD Interventions: Selecting an OD intervention, classification of OD interventions, OD interpersonal interventions, OD team development interventions, OD intergroup development interventions.

Case study is compulsory

SUGGESTED READINGS:

1. Radha R. Sharma, "Change Management", Tata McGraw Hill, New Delhi, 2012
2. Nilakant and Ramanarayan, "Change Management", Response Books, New Delhi, 2012
3. Kirpatrick, D. L., "Managing Change Effectively", Butterworth, New Delhi, 201.

COMPENSATION MANAGEMENT

OBJECTIVE

1. The aim of this subject is to develop students' understanding of the concepts of compensation and rewards in the organization.
2. To develop the underpinning knowledge and skills required to understand the one of the complex management functions i.e. compensating employees and its importance.

3. To understand about the compensation structure and differentials.
4. To develop an understanding of the process, issues and techniques involved in developing and administering a compensation system.
5. Design performance pay and indirect pay plans necessary to attract, retain and motivate the workforce.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.
2. To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.
3. To be well versed with the unique features of executive remuneration.
4. To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.
5. To have insights about the impact of globalization on compensation

UNIT I: Compensation: Meaning, Scope and Significance, Concepts of Wage: Salary, Earnings, Take-Home pay, C.T.C, Types of Wages, Time Rate and Piece Rate.

UNIT II: Wage Structure: Basic, Dearness, Allowance, Variable Dearness Allowance (V.D.A.), Calculation of V.D.A., Incremental System, Fringe Benefits, Preparation of Pay-Roll.

UNIT III: Executive Remuneration - Concept, Unique features of Executive Remuneration Why managers should be paid more. CEO's compensation package, new developments in CEO's compensation

UNIT IV: Wage Fixation: Methods of Wage Fixation for Employees: Collective Bargaining Wage Boards, Pay Commissions; Adjudication, Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies

UNIT V: Role of HR department in Compensation Administration: important recommendations of National Commission on Labour - II, impact of globalization on compensation.

Case study is compulsory

SUGGESTED READINGS:

1. Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill. Publishing Limited. New Delhi: 2014.
2. Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai:
- 2014B D Singh, Compensation And Reward Management, Excel Books, 2008

3. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.

TRAINING AND DEVELOPMENT

OBJECTIVE

1. Determine and discuss how and under what circumstances training can help organizations gain a strategic advantage.
2. Conduct a needs assessment to determine whether and what kind of training is necessary.
3. Evaluate and create conditions to ensure employees' readiness for training.
4. Determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
5. Select appropriate training methods based on training objectives, trainee characteristics, and organizational constraint

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Explain the role of training and development in human resources management.
2. Describe the psychology of the learning process on which training is based.
3. Analyze the training needs of an organization.
4. Assess, design, access and implement various methods, techniques and sources of training.
5. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

UNIT I: Training: concepts, definition, types, Purpose of Training- Training Principles- Training and development-Organization climate for Training and Development, Training and Development model-Management Development-concept, definition, principles and Importance.

UNIT II: Training Methods: Concept-Approaches-Choosing Appropriate Training and Development method, designing training Methods-Training and development methods-on the site methods-off the site Method-Sensitivity-Transactional analysisselecting a training method.

UNIT III: Learning: concept, definition, learning Principles-Identification of Training and Development Needs-concepts, objectives, Process of training and development needs, Methods of Training and Development Needs-Development of competency based training.

UNIT IV: Designing and conducting Training and Development: concept-process of designing and conducting Training and development. Designing A Training Unit (Cross Cultural, Leadership, Training the Trainer, Change), Budgeting of Training.

UNIT V: Evaluation of Training and Development Programme: Concept-Definition of Training Evaluation-Types of Evaluation-Evaluation design issues, Induction versus Orientation-Evaluating Training and development-objectives, process, purpose, Effectiveness of training and development,

Case study is compulsory

SUGGESTED READINGS:

1. Lynton R Pareek, U, Training for Development, Vistaar, New Delhi .
2. Peppar, Allan D, Managing the Training and Development Function, Gower, Aldershot
3. Buckley, R., &Caple, J The theory and practice of Training (5th ed.) London and Sterling,

INDUSTRIAL RELATIONS

OBJECTIVE

1. Explain how the labour market operates and how it affects the distribution of power in employment relationships.
2. Describe the role of the state and its interventions in the employment relationship.
3. Define, compare and contrast the key theoretical perspectives in labour relations and how the perspectives shape the practice of labour relations.
4. Explain the underlying logic of trade unionism, the structure of the labour movement and the practice of unionism .
5. Outline the key steps in the labour relations process through bargaining, conflict resolution and administration of the collective agreement

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To understand facets of interactions between the employer and the employees. In such relations whenever there is a clash of interest, it may result in dissatisfaction for either of the parties involved and hence lead to industrial disputes or conflicts
2. To develop a comprehensive perspective about the legal frame work stipulated under the Industrial Disputes Act, 1947.
3. To imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees

4. To understand the procedure of workers participation and gain knowledge about participative management.

5. To identify the process of collective bargaining and understand the role of negotiations in organizations.

UNIT I: Introduction: Meaning and Definitions, Importance, content of Industrial Relations, Objectives of Industrial Relations, Industrial Relations program, Scope of Industrial Relations work, Functional Requirements of successful Industrial Relations.

Unit-II: Industrial Disputes: Types of Disputes, causes of Industrial Disputes, procedure for the settlement of industrial disputes, Government and Industrial Relations, organs of Industrial peace, Tripartite Machinery, code of discipline, voluntary arbitration, grievance Redressal Procedure.

Unit-III: Trade Unions: Principles of Trade Unionism, Objectives and function of trade union, Achieving of Trade Union objectives, growth of Trade union movement, Factors affecting growth of Trade union, Features, Weakness of Trade unions, essentials of successful Trade union.

Unit-IV: Participative Management: Meaning and objectives, forms of participation, objectives of workers participations in management, levels of participation, forms of participation in India, Causes of failure of joint management council.

Unit-V: Collective Bargaining: Meaning, Main Features of collective bargaining, necessity and importance of collective bargaining, Principles of Collective Bargaining, Process of negotiations, contract administration.

Case study is compulsory

SUGGESTED READINGS:

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. Mamoria & Mamoria – Dynamics of Industrial Relations in India, Himalaya Publishing House.
3. Bhagoliwal – Personnel Management and Industrial Relations. Agra Publishers.
4. Arun Monapa – Industrial Relations. Tata Mc graw Hill.

PERFORMANCE MANAGEMENT

OBJECTIVE:

1. To understand the basic concepts of Performance Management as a tool to measure performance of employees in the workplace.
2. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

3. Employ job-related performance standards and performance indicators that reflect the employees range of responsibilities.

4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.

5. Identify and communicate appropriate actions with employees based on their performance strengths and weaknesses

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. To outline and understand the core objectives of performance management.
2. To understand the key stages of performance management cycle and differentiate between performance management and performance appraisal.
3. To understand the organizations performance management process.
4. To understand different approaches of talent management.
5. To understand the talent management in India with the examples of different companies.

UNIT-I: Performance Management: Concept and objectives, prerequisites, dimensions of Performance Management, factors affecting Performance Management, Performance Management and Performance Appraisal.

UNIT-II: Performance Management Model: importance, Performance Management Systems (PMS) - introduction, strategies, Assessment of performance needs - objectives, characteristics, Goal Setting Theory, Expectancy Theory.

UNIT-III: Performance Management Process: prerequisites, performance planning, goal setting levels; corporate and individual, key result areas, key performance areas.

UNIT-IV: Performance Managing: Objectives, importance, characteristics, process, need for performance standard, performance measurement/assessment, review, need for employee development, methods of development.

UNIT-V: Integrated Performance Management: the concept of Maturity Alignment - 360 degree appraisal; high performance teams: concept - characteristics, determinants, building and leading high performance teams.

Case study is compulsory

SUGGESTED READINGS:

1. Herman Aguinis (2008), Performance Management, New Delhi: Pearson Education.
2. Michael Armstrong and Angela Baron (2009), Performance Management, Mumbai: Jaico Publishing House

3. Rao, T. V (2007), Performance Management and Appraisal Systems, New Delhi: Response books.

INTRODUCTION TO HOSPITALITY & TOURISM INDUSTRY

OBJECTIVE

1. To study the flow of activities and functions in today's hotel operations, and to get familiarize in the hospitality industry.
2. Describe the various aspects of tourism in the hospitality industry.
3. Outline the traditional organizational chart for each segment of the hospitality industry.
4. Give an overview of the hotel and restaurant business.
5. Discuss recreation and leisure markets in the hospitality industry.
6. Describe leadership and professionalism as it relates to the hospitality industry.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Use knowledge and skills associated with problem solving, creative and critical thinking, reflection and decision making to function effectively in the hospitality industry.
2. Apply the concepts and skills necessary to achieve guest satisfaction.
3. Conduct him/herself in a professional and ethical manner.
4. Execute effectively and confidently the duties of house keeping.
5. Demonstrate knowledge of marketing strategies for hospitality and tourism.

UNIT I: Hospitality Management/Industry: Introduction of the Hospitality Industry. Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management.

UNIT II: Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio-Cultural, Economic & Environmental. Typologies of Tourism, Travel Motivators. Tourism products of India (Worlds Heritage Countries)

UNIT III: Hotel Management Overview of the Accommodation Industry, Hotel Organization Structure. Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, Types of Hotel Rooms, Plans & Rates. Front Office & its Co-ordination with Other Departments. Food & Beverages: Organization Chart of House keeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover,

Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management.

UNIT IV: Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAL.

UNIT V: Marketing for Hospitality and Tourism: Service Characteristics Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

SUGGESTED READINGS:

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew – Hospitality Operations. A System Approach (Cengage Learning, 1st ED.)
2. James A BARDI – Hotel Front Office Management (Wiley).
3. G. Raghubalan, Smritee Raghubalan – Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews – Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1st Ed.)
5. Negi Jagmohan – Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie – Public House and Beverage Management (Butterworth).
7. Lee-Ross Darren – HRM in Tourism and Hospitality (Cengage Learning, 1st Ed.)

ACCOMODATION OPERATIONS

OBJECTIVE:

1. Understand the history of the Hotel industry and identify future trends that will affect it.
2. Identify the relationship between a hotel's operational departments.
3. Understand the different stages of a "Guest Cycle" i.e. reservation, registration, and checkout.
4. Understand the nuances of infrastructure management
5. Comprehend the management decisions on projected costs, room pricing, and future demand.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. knows operational models and the inter-relationship between different divisions of the accommodation business
2. can analyse and develop accommodation business service processes

3. identifies different ways to management the infrastructure in a hotel
4. understands the significance of housekeeping in the hotel.

5. It enables the student in maintaining proper the human relations with the guests along with green HR

UNIT I: Accommodation: concept, types & Typologies, Linkage & Significance with relation to tourism. Emerging dimensions of Accommodation Industry: Heritage hotels, motels & Resort properties & time share establishments; Hotel: Origin, growth & diversification, various departments of a standard hotel. Classification / Categorization of hotels.

UNIT II: Role of House Keeping in the Hotel: Leading multinational hotel chains operating in India, public sector in hoteliering business: role, contribution & performance. Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities- Communication responsibilities-Total quality innovations-tariffs

UNIT III: Infrastructure Management :Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets & Floor Lighting & Colours-Managing Inventories:-Linen & Uniforms- Cleaning equipments & Agents-Budget Process-Safety & Security-pest control-Safety and security, types of Linen used in restaurants.

UNIT IV: Hospitality Personnel Management Managing Human Resources: Induction and Training- Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline. HRD perspective with special reference to India, Fiscal & non fiscal incentive available to hotel industry in India: Ethical, legal & regulatory aspects.

UNIT V: Green Hospitality: Eco housekeeping-Horticulture-Contemporary spas-Conservation practices and methods Eco hotels and recent trends-Emerging trends- Practices at private and public sector.

SUGGESTED READINGS:

1. Sudhir Andrews, Hotel House Keeping Training Manual, (2005) Tata Mc Graw Hill
2. Tiwari Jatashankar R. (2009) Hotel Front office. Oxford University Press,
3. Casado Matt A. A (2012), Housekeeping Management, John Wiley & Sons Inc.
4. Aleta Nitschke, Marget M.M. Kappa (1990) Managing Housekeeping operations. Amer Hotel
5. Robert J. Martin, Professional Management of Housekeeping operations, John Wiley & Sons Inc. Publishers, New Delhi.

CUSTOMER SERVICES AND COMPLAINT MANAGEMENT

COURSE OBJECTIVE

1. The objective is to familiarize the students with service sector and provide them with an understanding of skills required to manage services.
2. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
3. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
4. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
5. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to:

1. Discuss how the services sector operates .
2. Define and illustrate the main components of services marketing theory.
3. Critically appraise the way in which this theory can be practically applied in the service sector.
4. Develop and justify alternative marketing approaches that can be used by service managers.
5. Understand the recent trends in Hospitality Industry.

Unit I: Meaning of Services – Concepts - Characteristics of Services – Classification of Services – Growth of Service Sector in India.

Unit II: Meaning of services marketing – Differences between Products and Services – Importance of Services Marketing – Marketing Mix for Services – 7 P's (in detail)

Unit III: Managing Demand and Supply in Service Industry. Service Delivery Process: Role of Customer in Service delivery process - Quality issues in Services – GAP Model. Managing moments of Truth

Unit IV: Service product – concept and tools; service pricing – process and techniques- service distribution.

Unit V: Customer Complaints-Types of complaints- customer handling: structure and method- Do's and Don'ts of Complaint Handling- the escalation process- Guest satisfaction- moments of truth- expectation vs. reality-service models- from satisfaction to delight

Suggested Readings:

1. S.M. Jha: Services Marketing HPH
2. Dr. Shajahan. S; Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition 2001.
3. Sunil B Rao – Service Management
4. Shanker, Ravi; Services Marketing – the Indian Perspective; Excel Books, New Delhi; First Edition; 2002
5. Dutta : Service Management, I.K. International.

FRONT OFFICE MANAGEMENT

OBJECTIVE:

1. The course is aimed at familiarizing the students with various functions of front office & to develop work ethics toward customer care & satisfaction.
2. To develop interest and attitudes in hospitality industry.
3. To develop sufficient trained manpower for Hotels, Motels, Restaurants, Railway Catering Services, Flight Catering Services etc.
4. To assist in the tourism development programmes
5. To develop necessary employable skills in the students

Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Explain the interdependent components of the hospitality and tourism industry including the responsibilities of front office staff.
2. Demonstrate professional lodging specific technical skills, supervisory techniques and management skills.
3. Understanding of the process of reservation system
4. Demonstrate front of the house technical and supervision techniques.
5. Describe hotel accounting and layout of front office .

UNIT I: Importance of Front Office in a Hotel: Front Office Organization & Hierarchy, Different sections & layouts of front office and their importance; coordination of FO with other departments; front office organization and hierarchy; duties and responsibilities of principal staff and their job description – FO Manager- Duty Manager- Lounge Manager- FO Agent- Cashier- Bell Captain Bell Boy- GRE- Concierge; introduction to Bell Desk Operations. Attributes- qualities telephone manners- standard phrases required for office staff.

UNIT II: Reservation Section: Reservation/ pre arrival phase & Guest Cycle , Importance and definition of reservation , Sources and modes of Reservation, Systems of reservations – Manual and Automated, Processing a reservation – Booking, blocking, availability, confirmation and storage of information, Pro-

cessing
 reservati
 on – FIT,
 Group,
 Amendm
 ent and
 cancellati
 on ,
 Types of
 reservati
 on –
 guarante
 ed, non-
 guarante
 ed , Over
 booking
 policy .
 UNI
 T III:
 Guest
 reception
 and
 registratio
 n
 (domestic
 & foreign)
 - Room
 allocation
 and
 allotment
 – Check-
 in &
 check-
 out, Bell
 desk
 service –
 Informa-
 tion
 service
 for guest
 mail and
 message
 –
 Telephon
 e

courtesy and manners
 – Guest history record.

UNIT IV: Hotel Accounting
 & Layout & Equipment:
 Settlement of bill – Room
 charge procedure – Night audit
 – office accounting system
 (Cash Bill, Credit Card,
 Travellers' Cheques, etc.)
 Layout of the front office, F.O.
 Equip- ments

UNIT V: Post Registration
 Activities: Rooming & handling
 C-forms. Travelagents voucher,
 Luggage handling, Amenities
 and special arrangements.

SUGGESTED READINGS:

1. Front Office Operation
by Colin Dix & Chirs
Baird
2. Front Office Training
Manual by Sudhir
Andrew
3. Principles of Hotel Front
Office Operations, Sue Baker &
Jeremy Huyton, Continum
4. Front Office Procedures,
Social Skills and Management,
Peter Aboott & Sue Lewry
Butterworth Heinemann.

FOOD & SERVICE OPERATI ONS

OBJECTIVE:

1. identify and articulate
the necessity of good
communication between food
production and service
employees.
2. Identify and list the job
responsibilities and personnel

requirements of a manager of dining room service.

3. Analyze, evaluate and discuss several aspects, development and trends which have affected lodging and food service operations in recent years and which will continue to have an impact on the industry in the future.

4. Apply the principles of human resource management to different situations in food and services operations.

Course Learning Outcomes

Upon successful completion of the course, the student will be able to

1. Gain understanding of the food service operations in hotels and restaurants.
2. Develop understanding of the operational features of restaurants.
3. Manage industrial and transport catering.
4. Demonstrate professional behaviours expected within the food service industry

5. Manage food service staff in the following levels and productivity
UNIT I: Food service industry: Food production system – types of food service - classification of restaurant and its types – future of the industry. Food service

operation in hotels and restaurants, Food service department in hotels, Food service operation, Restaurant operation, Lounge & Room service and Banqueting.

UNIT II: Restaurant: Operational features, Specialty Restaurant, Catering, Franchising, Licensed trade catering and Fast food: Reason for growth of fast food, operational features and fast food trends, Wine bars.

UNIT III: Industrial Catering & Transport Catering – Industrial catering management – scope of industrial catering and industrial food service system – Railway catering, Airline catering and marine catering.

UNIT IV: Outside catering operations – Fast food, Street food – Welfare catering – Planning and designing of food service – Layout of seating arrangements – Furniture – Interior design – Maintenance and cleaning – Food service equipment – Menu planning.

UNIT V: Staffing & Training: Source of staff, staffing levels and productivity, Staff turnovers, Staff training, Setting standards, Food & Beverage (F&B) control, Sales transaction, Pricing and sales analysis.

SUGGESTED READINGS:

1. P.Jones & P.Merriars : Management of Food Services Operations

2. P.Jones : Management of Hotel Operations
3. P.Jones : Food Services Operations