

SEMESTER – I

Course Code	Course Title	Hours / week				Maximum Marks			CAT
		L	T	P	C	CA	SEE	Total	
THEORY									
14G101	Management Principles & Organizational Behaviour	3	0	0	3	40	60	100	DC
14G102	Statistics for Managers	3	1	0	4	40	60	100	BSH
14G103	Managerial Economics	3	0	0	3	40	60	100	DC
14G104	Legal Aspects of Business	3	0	0	3	40	60	100	DC
14G105	Accounting for Managers	3	1	0	4	40	60	100	DC
14G106	Management Information Systems	3	0	0	3	40	60	100	DC
14G107	Entrepreneurship Development	3	0	0	3	40	60	100	BSH
PRACTICAL									
14G111	Business Communication - Laboratory	0	0	4	2	100	-	100	BSH
14G121	Comprehensive Viva-Voce I	0	0	0	1	-	100	100	DC
Total		21	2	4	26				

SEMESTER – II

Course Code	Course Title	Hours / week				Maximum Marks			CAT
		L	T	P	C	CA	SEE	Total	
THEORY									
14G201	Operations Management	3	1	0	4	40	60	100	DC
14G202	Financial Management	3	1	0	4	40	60	100	DC
14G203	Applied Operation Research	3	1	0	4	40	60	100	BSH
14G204	Marketing Management	3	0	0	3	40	60	100	DC
14G205	Human Resource Management	3	0	0	3	40	60	100	DC
14G206	Research Methods in Business	3	0	0	3	40	60	100	DC
14G207	International Business Management	3	0	0	3	40	60	100	DC
PRACTICAL									
14G211	Data Analysis and Business Modeling- Laboratory	0	0	4	2	60	40	100	DC
14G 221	Comprehensive Viva-Voce II	0	0	0	1	-	100	100	DC
Total		21	3	4	27				

SEMESTER – III

Course Code	Course Title	Hours / week				Maximum Marks			CAT
		L	T	P	C	CA	SEE	Total	
THEORY									
14G301	Strategic Management	3	0	0	3	40	60	100	DC
14G ***	Elective 1	3	0	0	3	40	60	100	DE
14G ***	Elective 2	3	0	0	3	40	60	100	DE
14G ***	Elective 3	3	0	0	3	40	60	100	DE
14G ***	Elective 4	3	0	0	3	40	60	100	DE
14G ***	Elective 5	3	0	0	3	40	60	100	DE
14G ***	Elective 6	3	0	0	3	40	60	100	DE
PRACTICAL									
14G311	Internship Training Report	0	0	0	4	100	-	100	DC
14G312	Management Skills Development	0	0	4	2	60	40	100	DC
14G 321	Comprehensive Viva-Voce III	0	0	0	1	-	100	100	DC
Total		21	0	4	28				

SEMESTER – IV

Course Code	Course Title	Hours / week				Maximum Marks			CAT
		L	T	P	C	CA	SEE	Total	
PRACTICAL									
14 G451	Project Work	0	0	32	16	40	60	100	DC
Total		0	0	32	16				

- | | | | | | |
|----|---|-----------------------|-----|---|--------------------------|
| L | - | Lecture | T | - | Tutorial |
| P | - | Practical | C | - | Credits |
| CA | - | Continuous Assessment | SEE | - | Semester End Examination |
| BS | - | Basic Science | HUM | - | Humanities |
| DC | - | Department Core | CAT | - | Category |
| | | | DE | - | Department Elective |

*** Note:**

- ⇒ As a part of dual specialization, Students are instructed to select any three courses as their electives from the areas given below. (Serial No.1 to 5)
- ⇒ Change of Specialization will not be permitted in the later stage.

LIST OF ELECTIVES

1. FINANCE

Course Code	Course Title
14G001	Security Analysis and Portfolio Management
14G002	Financial Services
14G003	Micro Finance
14G004	Financial Derivatives
14G005	Banking and Insurance
14G006	International Financial Management

2. HUMAN RESOURCE

Course Code	Course Title
14G011	Change Management
14G012	Stress Management
14G013	Industrial Relations and Labour Legislations
14G014	Human Resources Development
14G015	Competency Mapping and Development
14G016	International Human Resource Management

3. MARKETING

Course Code	Course Title
14G021	Advertising and Promotion Management
14G022	Rural Marketing
14G023	Services marketing
14G024	Retail Management
14G025	Consumer Behaviour
14G026	Brand Management

4. PRODUCTION

Course Code	Course Title
14G031	Supply Chain Management
14G032	Total Quality Management
14G033	Project Management
14G034	Technology Management and IPR
14G035	Business Process Reengineering and Value Engineering
14G036	Advanced Operations Management

5. SYSTEMS

Course Code	Course Title
14G041	Knowledge Management Systems
14G042	Software Project and Quality Management
14G043	Data Base Management Systems
14G044	Enterprise Resource Planning
14G045	E-Business
14G046	Decision Support Systems

SEMESTER I

14G101 MANAGEMENT PRINCIPLES AND ORGANIZATIONAL BEHAVIOUR 3 0 0 3

OBJECTIVES

- To develop an overall view of management and organizational management principles.
- To familiarize about various organization theories and issues pertaining to individual and group.

OUTCOMES

- To use the management principles in their profession and to design better systems.
- To analyze business issues from organizational perspective.

UNIT I MANAGEMENT 9

Introduction – The evolution of management thought Managerial roles and styles- Taylors, Henry fayol’s Principles – Characteristics of Manager - Decision making approach-MBO-Management and society

UNIT II MANAGEMENT FUNCTIONS 9

The nature and purpose of planning - Objectives - Strategies, Policies and planning premises -. The nature of organizing- Organizational structure: Departmentation - Line/Staff authority and decentralization - Co-ordination functions in organization - Communication - The system and process of controlling - Control techniques

UNIT III ORGANISATIONAL BEHAVIOUR 9

Definition, need and importance – Nature and scope – Importance of groups and teams- Role relationships and conflict-Group dynamics-Perception- Personality- Attitudes-Work values

UNIT IV LEARNING, MOTIVATION AND LEADERSHIP 9

Learning - Introduction and theories. Motivation: Content and process theories – Leadership: styles and theories

UNIT V ORGANIZATIONAL PROCESSES 9

Organizational culture: Element – Deciphering culture through artifacts- Organizational climate – Factors affecting organizational climate – Organizational commitment, Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – Change process – Resistance to change – Managing change

TOTAL: 45

TEXT BOOKS

1. Koontz, Weihrich, Essentials of Management: An International Perspective Tata McGraw Hill 2012
2. Luthans Fred, Organizational Behaviour Tata McGraw Hill 2010

REFERENCES

1. Mukherjee, Principles of Management and Organizational Behaviour, Tata McGraw Hill, 2010
2. Subba Rao, Management and Organizational Behaviour, Himalaya Publishing House, 2010
3. Parikh, Gupte, Organizational Behaviour, Tata McGraw Hill, 2010
4. Mullins, Management and Organizational Behaviour, Pearson, 2010
5. Pierce, Gardner, Dunham, Management and Organizational Behaviour, South Western Educational publishing, 2010

14G102 STATISTICS FOR MANAGERS 3 1 0 4

OBJECTIVES

- To develop a fundamental understanding of quantitative techniques and their applications for managerial decision making.

MASTER OF BUSINESS ADMINISTRATION

- To analyze data using various statistical techniques and to familiarize with hypothesis development and testing methods.

OUTCOMES

- To solve managerial problems by using statistical tools.
- To use statistical tools for aid in decision making and develop business analytics to solve problems.

UNIT I INTRODUCTION TO STATISTICS 9

Types of statistics- Importance of statistics in business-Describing and displaying data using Frequency Tables, Frequency distributions, diagrammatic and graphic presentations

UNIT II MEASURES OF CENTRAL TENDENCY AND DISPERSION 9

Measures of central tendency-Mean, median , mode, Harmonic mean, quartiles, deciles percentiles Measures of dispersion- Range, quartile deviation, Mean deviation, standard deviation, coefficient of variation Estimation & Confidence Intervals-Types of estimates-Point estimates and confidence intervals for a mean and proportion. Central limit theorem

UNIT III TESTING OF HYPOTHESIS 9

Procedure for testing of hypothesis-Hypothesis testing for large sample and small samples (using z-test, t-test) - F-test-Analysis of variance (1-way and 2-way classification)

UNIT IV NON-PARAMETRIC TESTS 9

Non-parametric tests: chi-square tests, Sign test, Mann Whitney U-Test, Kruskal -Wallis Test, Spearman's Rank correlation Test

UNIT V CORRELATION AND REGRESSION 9

Concepts of correlation-Types of correlation-Karl Pearson's coefficient of correlation Types of regression-Regression coefficients-Method of least squares

TUTORIAL: 15

TOTAL: 60

TEXT BOOKS

1. Levin, Rubin, Statistics for Management, PHI Learning, 2010
2. Anderson, Statistics for Business and Economics, South Western Educational publishing, 2012

REFERENCES

1. Aczel, Sounderpandian, Complete Business Statistics, Tata McGraw Hill, 2012
2. Stine, Statistics for Business, Pearson Education, 2010
3. Srivastava, Rego, Statistics for Management, Tata McGraw Hill, 2012
4. Dey Textbook of managerial Statistics, Macmillan, 2010
5. Bajpai, Business Statistics, Pearson Education, 2010

14G103

MANAGERIAL ECONOMICS

3 0 0 3

OBJECTIVES

- To understand the concepts and techniques used in micro economic theory and to enable the students to apply this knowledge in business decision-making.
- To develop knowledge in emerging trends in business environment and macroeconomics.

OUTCOMES

- To use the knowledge gained in economics for better understanding of the business environment in which a business firm is operating.
- To solve problems in a holistic manner by better knowledge about the economic issues impacting a firm.

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UNIT I INTRODUCTION TO MANAGERIAL ECONOMICS	9
Meaning and scope of managerial economics- Role and responsibility of a managerial economist- Fundamentals concepts- Demand & supply: Law of demand- Types of demand-Elasticity of demand- Demand forecasting, Law of supply, Elasticity of supply	
UNIT II PRODUCTION FUNCTION	9
Production function-Short run-Law of variable proportions- Iso-quants - Long run production Function- Returns to Scale-Cobb-Douglas production function	
UNIT III COST FUNCTION	9
Cost concepts, Short run cost functions, Long run cost functions-Economies of scale	
UNIT IV THEORY OF PRICING	9
Perfect competition and monopoly, Monopolistic competition, Duopoly and oligopoly, Pricing practices and strategies, advanced topics in pricing theory.	
UNIT V NATIONAL INCOME	9
National income accounting and economic indicators (GDP, GNP, WPI, CPI) – Business Cycle – Inflation - Fiscal and monetary policies	

TOTAL: 45

TEXT BOOKS

1. Geetika, Ghosh, Choudhury, Managerial Economics, Tata McGraw Hill 2011
2. Atmanand, Managerial Economics, Excel Books, 2012

REFERENCES

1. Hirschey, Managerial Economics- An integrative Approach, South Western Educational publishing, 2010
2. Mankar, Business Economics Macmillan India Ltd 2010
3. Ahuja, Economic Environment of Business, S.Chand, 2010
4. Biswanath Ghosh Economic Environment of Business Vikas Publishing House, 2010
5. Maheswari Managerial Economics PHI Learning, 2012

14G104 LEGAL ASPECTS OF BUSINESS 3 0 0 3

OBJECTIVES

- To study the legislations and to have a good understanding of various business laws.
- To learn about the application of business laws in business and become a well informed administrator.

OUTCOMES

- To use the knowledge about business legislation in their job.
- To analyze business issues from legal angle and provide better solutions to the organization.

UNIT I THE INDIAN CONTRACT ACT, 1872 9

Nature and classification of contracts – essentials of a valid contract – Indemnity – guarantee – Surety and Co-surety: Rights and liabilities - Breach of contract: Meaning and remedies – Contingent contracts – Quasi-contracts – Agency – Relationship between Principal and Agent – Rights, duties and liabilities of Agent and Principal

UNIT II SALES OF GOODS ACT, 1930 9

Contract for sale of goods – Document of title to goods - Essentials of a Contract of Sale – Sale and agreement to sell –Sale and hire-purchase agreement – Conditions and warranties - Doctrine of Caveat emptor – Expressed and implied conditions of warranties - Rights of unpaid vendor – Transfer of property - Property, Possession, Risk – Contracts involving sea routes – Sale by non-owners

UNIT III THE INDIAN PARTNERSHIP ACT, 1932 9

Concept and formation of Partnership – Rights and duties of a partner - Kinds of partners- position of a minor partner- Reconstitution of a firm – Dissolution of a firm – Dissolution without the order of Court – Dissolution by Court- Rights and liabilities of partners on dissolution relations between partners- Settlement of accounts

UNIT IV THE COMPANIES ACT, 1956 9

Company - Definition, Meaning, Features - Types of companies - Incorporation of a company - Memorandum of Association - Articles of Association – Prospectus - Company Management – Meetings and Resolutions – Shares – Debentures – Shareholder rights – Winding up – Modes of Winding up - Appointment of Auditors – Rights, powers and duties of Auditors

UNIT V THE CONSUMER PROTECTION ACT, 1986 AND INTRODUCTION TO CYBER LAWS 9

Definitions of Consumer – Meaning of Consumer Dispute - Central consumer protection council – State Consumer protection councils – Consumer Disputes Redressal forum – Consumer Disputes Redressal commission: State Commission – National Commission – Cyber Crimes – Information Technology Act 2000 and 2002 – Cyber Laws

TOTAL: 45

TEXT BOOKS

1. Bansal C. L., Business Laws, Excel Books, 2011
2. Kapoor N.D., Elements of Mercantile Law, Sultan Chand & Sons, 2013

REFERENCES

1. Bulchandani K.R., Business Law for management, Himalaya Publishing House, 2011
2. Gulshan S.S, Business Law, Excel Books,2012
3. Pathak, Legal Aspects of Business, Tata McGraw Hill, 2005
4. Scott Slorach.J, Jason E.Ellis,. Business Law, Oxford University Press, 2013
5. Padhi P.K., Legal Aspects of Business, PHI Learning, 2012

14G105 ACCOUNTING FOR MANAGERS 3 1 0 4

OBJECTIVES

- To acquire basic knowledge of accounting so that the students can prepare & interpret accounting statements.
- To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

OUTCOMES

- To analyze and prepare financial statements of a business organization.
- To use the application of costing techniques for the purpose of price fixation.

UNIT I INTRODUCTION TO FINANCIAL ACCOUNTING 9

Introduction to financial, cost and management accounting – Accounting conventions and concepts- IFRS- Preparation of financial statements: Income statements and balance sheet – Segmental reporting

UNIT II FINANCIAL STATEMENT ANALYSIS 9

Financial statement analysis – Ratio analysis-Preparation of fund and cash flow statement

UNIT III INTRODUCTION TO COSTING 9

Elements of cost - Cost classification - Cost control & cost reduction – Methods of costing Preparation of cost sheet – Activity based costing.

UNIT IV APPLICATION OF COSTING 9
Basics of cost volume profit (CVP) analysis - BEP analysis- Application of marginal costing in decision making - Basic framework of budgeting-Preparation of Master, flexible and cash budgets - Zero based budgeting

UNIT V STANDARD COSTING 9
Standard costing-Setting standard costs - Analysis of variance - Significance of computerized accounting system

TUTORIAL: 15
TOTAL: 60

TEXT BOOKS

1. Khan, Jain, and Management Accounting: Text, Problems and Cases Tata McGraw Hill, 2010
2. Maheswari, Sharad Maheswari, A text book of Accounting for Management Vikas Publishing House, 2012

REFERENCES

1. Wild, Financial and Managerial Accounting, McGraw Hill, 2011
2. Ashok Banerjee Financial Accounting: A Managerial Emphasis Excel Books 2010
3. Anthony, Hawkins, Accounting-Text and Cases, McGraw Hill, 2010
4. Pandikumar, Management Accounting-Theory and Practice, Excel Books, 2011
5. Kuppapally, Accounting for Managers, PHI Learning, 2010

14G106 MANAGEMENT INFORMATION SYSTEMS 3 0 0 3

OBJECTIVES

- To acquire an awareness about different types of information systems in an organization.
- To understand various MIS operating in functional areas of an organization and to Understand how MIS is developed and implemented for various levels in an organization

OUTCOMES

- To design an efficient and effective Management Information system for the organization.
- To use the Management Information Systems data for running the day to day operations of an organization.

UNIT I INTRODUCTION TO MANAGEMENT INFORMATION SYSTEMS 9
Management information systems-Definition – Historical perspective – Functions of Management Information systems –Information concepts – Establishing framework –Business model –Conceptual model – Architecture

UNIT II SYSTEM DEVELOPMENT 9
System Concepts – Types of systems – System development life cycle – Prototyping – Structured methodologies –Designing computer based methods – Designing structured programmes – Information and Managerial Effectiveness – Information as a corporate resource – Pervasiveness of information – Types of Information – Operational, Tactical and strategic, Levels of Management and information needs of Management – Process of generation of Information

UNIT III INFORMATION SYSTEMS 9
Decision Making and information support- Functional areas - Production, Human resources, Finance & Marketing - Concepts of decision support systems - Enterprise information systems, Expert systems – Knowledge management systems – Enterprise resource planning- Managing international information systems – Data communication and networking Uses of computer network – types of networks – Network topologies – Network media and hardware – Data communication over

MASTER OF BUSINESS ADMINISTRATION

telephone – Intranets and collaborative processing

UNIT IV IMPLEMENTATION AND CONTROL 9

Systems security and testing – Quality assurance in information systems - Audit of information systems – Cost Benefit analysis – Assessing values and Risk of information systems – Ethics, Intellectual property, Copyright & patents - Impact of information technology on Organizations and society

UNIT V DATABASE MANAGEMENT SYSTEMS 9

Hierarchy of data - Data entities, Attributes and keys – Database approach - Relational database model - Types of database – Data definition language-Data manipulation language-Data control language - Popular database management system - Data warehousing - Data mining

TOTAL: 45

TEXT BOOKS

1. O'Brien Management Information Systems, Tata McGraw Hill 2011
2. Laudon, Laudon, Management Information System, Pearson Education, 2011

REFERENCES

1. Stair, George, Principles of Information Systems, South Western Educational publishing, 2011
2. Davis, Olson Management Information Systems, Tata McGraw Hill 2009
3. Murthy, Management Information Systems, Himalaya Publishing House, 2011
4. Jawadekar Management Information System Tata McGraw Hill 2010
5. Mcleoad, Schell, Management Information Systems, Pearson Education, 2010

14G107 ENTREPRENEURSHIP DEVELOPMENT 3 0 0 3

OBJECTIVES

- To familiarize the students about entrepreneurship development & small business management.
- To develop an awareness regarding starting their own venture.

OUTCOMES

- To use the knowledge gained in entrepreneurship development for becoming an entrepreneur.
- To formulate a better business plan for starting venture and be better prepared to face the challenges of being an entrepreneur.

UNIT I INTRODUCTION TO ENTREPRENEURSHIP DEVELOPMENT 9

Entrepreneur: meaning - Characteristics and types of entrepreneur- Entrepreneur vs. Intrapreneur - Entrepreneurship and economic development-Entrepreneurship development institutions – social entrepreneurship

UNIT II BUSINESS PLAN 9

Search of business idea- Business models and business plan- Components of business plan- Financial plan

UNIT III FEASIBILITY ANALYSIS 9

Techno- economic analysis-Location analysis - Cost - benefit analysis- Break- even analysis- Financial feasibility analysis

UNIT IV LAUNCHING OF SMALL BUSINESS 9

Project report- Finance mobilization - Institutional finance to Entrepreneurs- Central and State level institutions. - Steps in starting MSMEs – Innovation in Business - Monitoring and evaluation of business- Preventing sickness and rehabilitation of Business units - Problems in small business

management- case studies

UNIT V TAXATION AND INTELLECTUAL PROPERTY RIGHTS 9

Direct taxes – Corporate Tax – Concepts – Indirect taxes – Sales Tax – Service Tax – VAT – Central & State – Customs & Excise Duties – Concepts & applicability - Intellectual Property Rights: Introduction-Need- Patent – Trademark- Copyright

TOTAL: 45

TEXT BOOKS

1. Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Tata McGraw-Hill 2010
2. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2011

REFERENCES

1. Kurakto, Entrepreneurship-Principles and practices, South Western Educational publishing, 2013
2. Poornima Charantimath, Entrepreneurship Development-Small Business Enterprise, Pearson Education, 2011
3. Rhonda Abrams Business Plan in a Day, PHI Learning, 2009
4. Madhurima lal, Entrepreneurship Development, Excel Books, 2011
5. Radhakrishanan, Balasubramanian, Intellectual Property Rights, Excel Books,2009

14G111 BUSINESS COMMUNICATION - LABORATORY 0 0 4 2

OBJECTIVES

- To strengthen the written and oral communication skills.
- To familiarize about communication function in an organization and the role of electronic media in facilitating communication process.

OUTCOMES

- To use the knowledge gained in business communication in real life business world.
- To become a better communicator and able to convey information in an effective manner.

UNIT I COMMUNICATION 12

Communication –Meaning and significance for management - Types of communication - Media-Barriers to communication - Principles of effective communication

UNIT II BUSINESS CORRESPONDENCE 12

Correspondence - Norms for Business letters - Letter for different kinds of situations - Personalized standard letters, Enquiries, Customers complaints, Collection letters – Sales promotion letters

UNIT III BUSINESS REPORTS 12

Report writing - Structure of reports - Long & short reports - Formal & informal reports - Writing research reports, Technical reports –Norms for including exhibits &appendices

UNIT IV NON VERBAL COMMUNICATION 12

Non-verbal communication - Personal appearance posture - body language - use of charts, diagrams & tables - visual & audio visual aids for communication – Dyadic communication:- face to face communication - telephonic conversation

UNIT V BUSINESS MEETINGS 12

Conducting meetings: Procedure - Preparing agenda, Minutes and resolutions - Conducting seminars and conferences: - Procedure of regulating speech - Evaluating oral presentation - Group discussion-Drafting speech

TOTAL: 60

REFERENCES

1. Penrose, Rasberry, Myers, Business Communication for Managers, South Western Educational publishing, 2011
2. Lesikar, Flatly, Basic Business Communication: Skills For Empowering the internet generation, Tata McGraw Hill, 2010
3. Ramachandran, Business Communication Macmillan India Ltd 2010
4. Bovee, Business Communication Essentials, Pearson, 2011
5. Locker, Kaczmarek, Business Communication, Tata McGraw Hill, 2011

SEMESTER II

14G201

OPERATIONS MANAGEMENT

3 1 0 4

OBJECTIVES

- To understand the concepts of Production management and its applications.
- To Familiarize with Production and Operation functions in Industry.

OUTCOMES

- To use the knowledge gained in production planning and new product planning and development for the betterment of the organization.
- To use the knowledge for better material planning and designing quality systems for implementation at work places.

UNIT I INTRODUCTION AND OPERATIONS STRATEGY

9

Significance of Operations function - Products and services concepts- Characteristics and different systems- Concept of productivity- Evolution of operations management discipline. - Operations strategies in Global economy - Achieving competitive Advantage - Strategic and tactical decisions of operations management.

UNIT II PRODUCT AND PROCESS STRATEGY

9

Sources of product innovation-New product development-Designing for ease of production-Designing for quality- Product life cycles and strategies- Value engineering- Group technology- Designing service products.- Process focus, Product focus, and Repetitive focus- Special considerations and approaches in service strategies – Forecasting methods

UNIT III LAYOUT AND LOCATION STRATEGY

9

Types of layout- Process layout-Product layout – Fixed position layout- Advantages and disadvantages- Cell layouts - Line balancing.- Factors affecting location decisions- Methods of evaluating location alternatives - Location considerations in service / retail sectors.

UNIT IV MATERIALS REQUIREMENT PLANNING

9

Production plans in manufacturing - Aggregate planning - Objectives of master production Scheduling – Developing MPS-Objectives of MRP- Elements of MRP- MRP system- Lot -Sizing techniques.

UNIT V QUALITY MANAGEMENT AND LEAN MANUFACTURING

9

Quality systems – Significance of quality management - Dimensions of quality- ISO 9000 and ISO 14000 standards - Statistical concepts in quality control - Control charts for variables – Control charts for attributes-TQM- PDCA cycle-7QC Tools – Quality function deployment- Lean manufacturing- 5S - Non value adding activities-7 wastes- JIT – Lean manufacturing techniques and benefits

TUTORIAL: 15

TOTAL: 60

TEXT BOOKS

1. Gaither, Frazier, Operations Management, South Western Educational publishing 2010
2. Buffa, Sarin, Modern Production and Operations Management, Wiley India, 2011

REFERENCES

1. Heizer, Render. Jagadeesh, Rajashekhar, Operations Management, Pearson Education, 2010.
2. Paneer Selvam Production and Operations Management PHI Learning 2012.
3. Chary Productions and Operations Management Tata McGraw- Hill, 2012.
4. Aswathappa, Bhat Production and Operations Management Himalaya Publishing House, 2010.
5. Upendra Kachru Production and Operations Management: Text and Cases Excel Books, 2011

14G202

FINANCIAL MANAGEMENT

3 1 0 4

OBJECTIVES

- To understand the concepts of financial management and, its application in financial decision making.
- To Familiarize with the broad frame work of financial operations.

OUTCOMES

- To analyze the financial situations of a company and develop financial management skills.
- To use the knowledge gained for the Long-term planning of business activities, financial forecasting and preparing the capital budget.

UNIT I INTRODUCTION TO FINANCIAL MANAGEMENT

9

Definition – Nature & Scope-Finance functions – Goals of financial management –Financial manager’s role- Time value of money: Compounding & Discounting- Risk and Return -- Valuation of shares and bonds

UNIT II CAPITAL BUDGETING

9

Introduction- Nature and principles-Evaluation criteria - Cash flows-Discounting cash flow techniques: Net present value, Internal rate of return, Profitability index- Comparison of discounting cash flow techniques –Non discounting cash flow techniques: Pay back and accounting rate of return. Project selection under capital rationing, Inflation and capital budgeting.

UNIT III COST OF CAPITAL

9

Concept of cost of capital- Determining component cost of capital- Specific cost of capital- Overall cost of capital - .Financial And Operating Leverage: Introduction- Measures of financial leverage- Risk and return implication of financial leverage-combined effect of financial and operating leverage-Indifference point.

UNIT IV CAPITAL STRUCTURE

9

Theories-Designing capital structure - Dividend Theory: Issues – Dividend relevance and irrelevance-models-Dividend uncertainty- Dividend Policy: Objectives -Practical consideration -Stability- Forms-- Share splits. - Buyback of shares.

UNIT V WORKING CAPITAL MANAGEMENT

9

Principles and concepts- Determinants - Operating cycle – Receivables management- Factoring - Inventory management-Cash management- Working capital finance.

TUTORIAL: 15

TOTAL: 60

TEXT BOOKS

1. Pandey, Financial Management, Vikas Publishing House, 2012
2. Khan& Jain, Financial Management Tata McGraw- Hill 2011

REFERENCES

1. Van Horne Fundamentals of Financial Management, PHI Learning, 2010
2. Prasanna Chandra Fundamentals of Financial Management, Tata McGraw- Hill, 2010
3. Periyaswamy, Financial Management, Tata McGraw- Hill 2012
4. Sudarsana Reddy, Financial Management, Himalaya Publishing House, 2010
5. Bhat, Financial Management Principles and Practice Excel Books, 2011

14G203

APPLIED OPERATION RESEARCH

3 1 0 4

OBJECTIVES

- To provide the students with the skills to apply the operations research techniques for organizational decision-making situations.
- To enhance the students' ability in making scientific business decisions.

OUTCOMES

- To solve business issues and provide better decision based on analysis of situations.
- To design business intelligence systems and use tools to identify trends in business.

UNIT I INTRODUCTION AND LINEAR PROGRAMMING

9

Methodology of quantitative approach- application in management- determining the nature of the problem- formulation of mathematical model- validation of model- solution and implementation -Linear Programming- Formulation-Graphical method- Simplex method- Big M Method-Sensitivity analysis

UNIT II TRANSPORTATION AND ASSIGNMENT MODELS

9

Initial solutions using North-west corner method- Least cost method and Vogel's approximation method- Check for optimality-MODI method-assignment problem-Hungarian method- Salesman routing problem

UNIT III SEQUENCING AND REPLACEMENT THEORY

9

Types of sequencing - sequencing of 'n' jobs and '2' machines - 'n' jobs and '3' machines- 'n' jobs and 'm' machines- Types of replacement models - Replacement of items that deteriorate gradually- replacement of the items that fail suddenly- individual and group replacement policy

UNIT IV NETWORK MODELS

9

Network components- Rules in constructing network diagram- Critical Path Method-Project duration - Analysing the PERT network- Crashing- cost analysis

UNIT V QUEUING MODELS AND SIMULATION

9

Queuing system- Single server queuing models- Queue discipline - Service mechanism - Infinite population- Simulation process- Monte Carlo simulation-Inventory and queuing problems using simulation

TUTORIAL: 15

TOTAL: 60

TEXT BOOKS

1. Anderson, Sweeney, Williams, Quantitative Methods for Business, South Western Educational publishing, 2011
2. Jaisankar, Operations Research: Decision Model Approach, Excel Books, 2012

REFERENCES

1. Panneerselvam, Operations Research, PHI Learning, 2011
2. Vohra, Quantitative Techniques in Management Tata McGraw Hill, 2010
3. Kalavathy, Operation Research with C programs, Vikas Publishing House, 2010
4. Selvaraj, Management Science: Decision Models and Approach, Excel Books, 2010

MASTER OF BUSINESS ADMINISTRATION

- To help the students understand the performance management and new concepts in HRM Practices at the organizational level.

OUTCOMES

- To use the knowledge gained in human resource management for designing effective HR systems
- To devise better HR policy by having better understanding about human resource management.

UNIT I INTRODUCTION TO HRM 9

Introduction- Nature- Scope- Functions and Objectives of HRM- Evolution of HRM- HRM and Overall Organization (Business) - Human Resource Information System (HRIS)- Role of HR Manager

UNIT II HUMAN RESOURCE PLANNING 9

Importance- Factors affecting HRP-Process of HRP Job Analysis: Process and Outcomes-Job description & Job specification - Job Rotation, Job enlargement & Job enrichment -Recruitment and Selection: Sources of recruitment- Methods of selection- Induction and Placement

UNIT III TRAINING AND DEVELOPMENT 9

Training need Analysis- Designing Training Programme- Types of Training- Difference between Training and Development- Importance- Assessment of Training effectiveness- Improving the Effectiveness of Training- Wage and Salary administration - Principles and techniques of wage fixation, job evaluation - incentive schemes

UNIT IV PERFORMANCE MANAGEMENT AND REWARD 9

Objectives- Developing performance appraisal system- Key Result Areas- Types of Appraisal system- 360 degree Appraisal- Managing performance through various reward system- Methods to improve performance - Career Planning and Development

UNIT V NEW CONCEPTS IN HRM 9

Recent Trends in HR- HR outsourcing - Management of Turnover and retention- Assessment and development centers- Competency mapping- Human Resource Accounting- Knowledge Management- Learning organization- Outsourcing of HRM processes- Application of IT in various HRM functions

TOTAL: 45

TEXT BOOKS

1. David A Decenzo & Stephen P Robbins, Fundamentals of Human Resource Management, Wiley Publications, 2009
2. Dr.S.S. Khanka, Human Resource Management (Text and Cases), S Chand &Company Ltd, 2009

REFERENCES

1. Gary Dessler, Human Resource Management, Pearson Education, 2011
2. K Aswathappa Human Resource & Personnel Management Tata Mcgraw Hill, 2009
3. Bratton Human Resource Management Palgrave Macmillan, 2010
4. Scott Snell &George Bohlander Human Resource Management, Cengage Learning, 2010
5. VSP Rao, Human Resource Management, Text and Cases Excel Books,2009

14G206 RESEARCH METHODS IN BUSINESS 3 0 0 3

OBJECTIVES

- To analyze and evaluate research terms, concepts, and techniques.
- To develop a strong base to the students to carry out research and use research knowledge for managerial decisions.

OUTCOMES

- To analyze and evaluate research problems, in industry at the macro level and in a particular industrial unit at the micro level.
- To use research methods in projects and in firms to arrive at information those are useful in decision making.

UNIT I BUSINESS RESEARCH

9

Introduction- Definition - Nature & scope- Concept- Importance – Process – Types of Research – Criteria of good research – Subjectivity and objectivity in research. - Research Problem: Defining the problem – Formulation- Identification and selection of problems in management-Research design and Experimental design in management.

UNIT II MEASUREMENT AND SCALING TECHNIQUES

9

Measurement in research - Basic scaling techniques: Nominal – Ordinal - Interval – Ratio- Measuring attitude : Rating scale – Ranking scales Meaning & relationship of reliability & validity- Sampling: Basis of Sampling – Process –Types- Determination of sample – Sampling errors.

UNIT III METHODS OF DATA COLLECTION

9

Primary data collections - Qualitative & observation research - Collection techniques -Qualitative research techniques - Focus groups - Depth interviews - Projective techniques Observation research techniques - Survey techniques - Questionnaire design and testing
Secondary data collections - Role of secondary data in Management -Research sources & limitations

UNIT IV DATA ANALYSIS AND INTERPRETATION OF RESULTS

9

Processing – Operations – SPSS orientation for Hypotheses testing – Univariate, Bivariate and multivariate analysis (Multiple Regression, Factor analysis, Discriminant analysis, Cluster analysis) – Interpretations of Research

UNIT V REPORT PREPARATION

9

Report Writing – Meaning – Different types of reports – Significance of report writing – Layout of the research report – Steps in report writing – Mechanics and Precautions for research.

TOTAL: 45

TEXT BOOKS

1. Cooper, Schindler Business Research Methods, Tata McGraw- Hill 2012
2. Uma Sekaran Research Methods for Business Wiley India 2011

REFERENCES

1. Zikmund, Business Research Methods, South Western Educational publishing, 2010
2. Nandagopal, Arul Rajan, Vivek Research Methods in Business Excel Books 2011
3. Paneerselvam, Research Methodology, PHI Learning, 2011
4. Guthrie, Basic Research Methods, Sage Publications, 2010
5. Trochim, Research Methods, Biztantra, 2010

14G207

INTERNATIONAL BUSINESS MANAGEMENT

3 0 0 3

OBJECTIVES

- To get an overall picture of international business and its impact on environment.
- To acquire knowledge about international operations and international business environment.

OUTCOMES

- To design better approaches for conducting international business.
- To use the knowledge gained for having a better view of how business operates in current situation.

UNIT I INTRODUCTION TO INTERNATIONAL BUSINESS MANAGEMENT 9
Nature and characteristics - Forms -International trade – Internationalization Process – Exports and imports – Strategy – Export Finance – Organizations facilitating International trade-WTO, IMF, etc. – Export incentives, EPCG Scheme - ECGC

UNIT II TRADE THEORIES 9
Mercantilism, Absolute advantage theory- Comparative cost theory- Heckseher- Ohlin theory- Product life cycle theory- The new trait theory- Porter’s diamond.

UNIT III INTERNATIONAL BUSINESS ENVIRONMENT 9
Globalization of business- Economic, Political, Technological, Cultural and ecological environment of International business

UNIT IV MULTINATIONAL CORPORATIONS 9
Features – Classification- International Monetary Systems - Role of MNCs in developing countries- Drawbacks - Conflict – FDI, FII - Portfolio investment – FEMA – Foreign Exchange Markets.

UNIT V RECENT DEVELOPMENT IN INTERNATIONAL BUSINESS 9
Regional groupings-Inter-regional trade among regional groups- Ethics in International Business – E-Business Strategy – Global supply chain management – International Logistics and Distribution – Designing Organization for Institutional Environment.

TOTAL: 45

TEXT BOOKS

1. Hill, Kumar Jain International Business Tata McGraw- Hill, 2010
2. Cherunilam International Business Text and Cases PHI Learning, 2010

REFERENCES

1. Pang, International Business, South Western Educational publishing, 2011
2. Daneils, Radebaugh, Sullivan, Salwan, International Business, Pearson, 2011
3. Aswathappa International Business Tata McGraw- Hill, 2010
4. Shajahan, International Business, Macmillan India, 2010
5. Shukla, International Business, Excel Books 2010

14G211 DATA ANALYSIS AND BUSINESS MODELING LABORATORY 0 0 4 2

OBJECTIVES

- To solve statistical problems using SPSS and to apply and analyze various statistical tools for solving research problems.
- To train the students in solving Operations Research problems using software and in understanding various tools for solving operational problem.

OUTCOMES

- To analyze and interpret the given data using SPSS package.
- To use the application of various statistical tools using SPSS for the purpose of taking decisions.

NOTE: Practical exercises for the units should be prepared and executed

UNIT I OVERVIEW OF SPSS AND DATA REPRESENTATION 12
Start Menu-Common Button-Data Windows-Other commonly used windows-The initial screen, icon detail and meaning of commands-output window-Printing output-Variable view and Data view Screen-Entering and Editing Data-Manipulation of data-Creating Variables-Recording-Merging files. Graphs, Frequencies and Descriptive Statistics-Bar Charts-Line Graphs-Pie Charts-Box Plots-Scatter Plots-Frequencies-Descriptive Statistics and percentiles-Measures of central tendency-Measures of Variability

MASTER OF BUSINESS ADMINISTRATION

UNIT II COMPARING MEANS AND CORRELATION ANALYSIS	12
Chi-square test of independence- -t-Tests-One-way ANOVA- Two-way ANOVA - Correlation and Regression	
UNIT III NON-PARAMETRIC TESTS	12
Mann-Whitney Rank-Sum test-Sign Test-Wilcoxon matched-Pair test-Runs test-Kolmogorov-Smirnov-One sample test-One sample Chi-square test-Friedman One way ANOVA-K sample Median Test	
UNIT IV FACTOR, DISCRIMINANT & CONJOINT ANALYSIS	12
Factor extraction-Factor Selection and rotation-Perceptual mapping using discriminant analysis-Conjoint as a regression model	
UNIT V TRANSPORTATION, ASSIGNMENT MODELS, NETWORK AND QUEUING MODELS	12
Initial solutions using North-west corner method - Least cost method and Vogel’s approximation method - Balanced and un-balanced problems - Optimal solution - Solving Assignment problems using transportation model ,network and queuing models Calculating project duration - Analysis of Critical Path Method - Analyzing the PERT network - Single server queuing models - Infinite population - calculation of parameters, forecasting and inventory management - Demand forecasting model - Inventory Models	

TOTAL: 60

REFERENCES

- Darren George, Paul Mallery, SPSS for Windows, Step by step, Pearson Education, 2011
- Carver, Nash, Doing Data analysis with SPSS, Thomson, 2010
- Nandagopal, Arul Rajan, Vivek, Research Methods in Business, Excel Books, 2011
- Rajendra Nargundkar, Marketing Research, Text and Cases, Tata McGraw Hill Publishing Co Ltd, 2011
- Wayne L. Winston, MS-Office-Excel 2007 Data Analysis and Business Modeling, PHI Learning, 2010

SEMESTER III

14G301 STRATEGIC MANAGEMENT 3 0 0 3

OBJECTIVES

- To develop knowledge about the formulation of strategies in business.
- To understand the strategic management process in an organization.

OUTCOMES

- To use the knowledge gained about strategy management in formulating strategies for running a business operation.
- To evaluate the strategies and learn to implement them.

UNIT I STRATEGY AND PROCESS **9**
Introduction - concept of strategy - Strategy making process – Stakeholders in Business - Strategy as an emergent process - Strategic decision making – Vision, Mission, Purpose, Goals and Objectives – Corporate Governance.

UNIT II COMPETITIVE ADVANTAGE **9**
External environment - porter’s five forces model-Strategic groups’ competitive changes during industry evolution – Life cycle of Industry - Globalization and industry structure -National context and competitive advantage resources-Capabilities and competencies – Generic Building of Competitive

Advantage – Distinctive competencies – How to develop distinctive competencies – Avoiding Failures - core competencies-Building competitive advantage-Resources and capabilities durability of competitive advantage-Strategy in the global environment-Strategy and technology

UNIT III STRATEGIES

9

Functional level strategy: achieving superior efficiency, achieving superior quality, achieving superior innovation, achieving superior responsiveness to customer-Business level strategy- competitive positioning and the business model, competitive positioning & business level strategy-Business level strategies & the industry environment – Strategies in fragmented industry, strategies in embryonic and growth industries-Strategies in mature industries -Corporate level strategy- horizontal integration, vertical integration and strategic outsourcing-Entering new industries- new ventures, mergers, acquisitions and joint ventures

UNIT IV STRATEGY IMPLEMENTATION

9

Organizational design-Organizational structure-Organizational culture-Strategy and staffing decisions – Designing Strategic Control System – Matching Structure and Control Strategy – Implementing Strategy Change.

UNIT V STRATEGY EVALUATION, CONTROL AND OTHER STRATEGIC ISSUES

9

Strategy Control Systems-Balanced scorecard approach-ETOP,SWOT, GAP,7-S,GE, Selection matrix-New business models and strategies for internet economy-Managing technology and innovation-Strategic issues for NPOs-Enterprise valuation-Organizational life cycle and exit strategies-Cases-Business level- Domestic & Global, Corporate level -Domestic & Global

TOTAL: 45

TEXT BOOKS

1. Hill, Jones, Strategic Management Theory, An Integrated approach, South Western Educational publishing, 2012
2. Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, 2011

REFERENCES

1. Upendra Kachru Strategic Management Excel Books 2011
2. David, Strategic management, PHI Learning, 2010
3. Mathur, Text book of Strategic Management, Macmillan, 2012
4. Francis Cherunilam Strategic Management Himalaya Publishing House, 2010
5. Gupta, Gollakota, Srinivasan Business Policy & Strategic Management- Concepts & Applications, PHI Learning, 2010

14G312

MANAGERIAL SKILL DEVELOPMENT

0 0 4 2

OBJECTIVES

- To make the student familiar with the nuances of working in a business organization by imparting the necessary skills required for a manager.
- To sensitize the students about the various aspects of personality development thereby enhancing the adaptability to a team.

OUTCOMES

- To use the knowledge gained in the business surrounding while in job.
- To enable oneself act as a manager with the required managerial skills.

NOTE: Practical exercises for the units should be prepared and executed

UNIT I LISTENING AND WRITING SKILLS

12

An over view of listening- Barriers for listening-Effective listening-Academic listening-

MASTER OF BUSINESS ADMINISTRATION

E- listening Writing Skills: Business letters-Corporate Report preparation- E- Writing

UNIT II EMPLOYABILITY AND SOFT SKILLS 12

Job application-Covering Letters- Resume preparation- Reasoning- GD and Interview-Soft skills: Interpersonal skills-Intrapersonal skills- Problem solving skills- Negotiation skills

UNIT III BUSINESS PLAN DEVELOPMENT 12

Company description-Target Market-Competitive analysis- Marketing & Sales plan-Operations Plans- Management team- Development plans- Financials

UNIT IV PERSONALITY DEVELOPMENT 12

Body language -Etiquette -Mannerism -goal setting -public speaking -team building

UNIT V PRESENTATION SKILL DEVELOPMENT 12

Audience awareness -pre-preparation of presentation -developing a presentation -usage of audio-visual aids Coping skills: Acclimatization of organization climate -adapting with new organizational culture - continuous learning

TOTAL: 60

REFERENCES

1. Ramachandran, From Campus to Corporate, Macmillan, 2011
2. Gallaher, Skills Development for Business and Management students, Oxford University Press, 2010
3. McGrath, Basic Managerial Skills for All, PHI Learning, 2011
4. Lesikar, Flatley, Rentz, Pande, Business Communication, Tata McGraw Hill, 2010
5. Suresh, Savithri, Sreehari, Communication Skills and Soft Skills : An Integrated Approach, Pearson Education, 2009

ELECTIVES – FINANCE

14G001 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 3 0 0 3

OBJECTIVES

- To understand the concepts of investment risks and securities.
- To Understand and utilize the tools available for risk analysis and to Understand the need of portfolio management and its application.

OUTCOMES

- To analyse and build a diversified portfolio and assess portfolio performance.
- To use the knowledge to Value financial products such as common stocks (both undervalued and overvalued) and fixed-income securities.

UNIT I INVESTMENT 9

Financial and economic meaning- Characteristics and objectives - Types - Alternatives -Choice and evaluation -Risk and return concepts

UNIT II SECURITIES MARKET 9

Financial Market - Segments – Types- Participants in financial Market -Regulatory environment - Primary market - Regulation of primary market -Stock exchanges in India – BSE, NSE, ISE - Regulations of stock exchanges -Trading system in stock exchanges –SEBI

UNIT III FUNDAMENTAL ANALYSIS 9

Economic Analysis - Economic forecasting and stock investment decisions- Forecasting techniques - Industry analysis: Industry -classification, Industry life cycle - Company analysis - Measuring earnings -

MASTER OF BUSINESS ADMINISTRATION

Forecasting earnings - Applied valuation techniques

UNIT IV TECHNICAL ANALYSIS 9

Fundamental analysis Vs Technical analysis -Charting methods -Market indicators- Trend – Trend reversals – Patterns -Moving average – Exponential moving average -Oscillators -Efficient market theory

UNIT V PORTFOLIO MANAGEMENT 9

Portfolio analysis: Capital asset pricing model- Portfolio selection: Markowitz and Sharpe index model - Portfolio revision - Portfolio evaluation: Treynor ratio, Sharpe ratio, and Jensen ratio

TOTAL: 45

TEXT BOOKS

1. Fischer, Jordan, Security Analysis & Portfolio Management, Pearson Education 2010
2. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2010

REFERENCES

1. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publication House. 2010
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2010
3. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2010
4. Bhatt, Securities Analysis and Portfolio Management, Excel Books, 2010
5. Bhalla, Investment Management, S.Chand & Sons, 2010

14G002 FINANCIAL SERVICES 3 0 0 3

OBJECTIVES

- To understand the Indian Financial System and its evolution.
- To get an overview about financial systems and regulatory body and to understand the benefits of Financial Services to Business.

OUTCOMES

- To use the knowledge to understand the primary financial intermediaries in the Indian Financial system and their operations.
- To use the understanding of regulations of the Indian Financial system for the purpose of taking informed financial decisions.

UNIT I MERCHANT BANKING 9

An overview of Indian financial system - Nature and functions of merchant banking - Regulation of merchant banking - Present state of merchant banking in India- Issue Management Pre & post issue activities

UNIT II LEASING AND HIRE PURCHASING 9

Legal aspects of hiring and leasing - Types of leasing -Rights of hirer and hire purchase -Accounting treatment of leases - Lease Vs. Hire purchasing - Factoring Introduction -Types of factoring -Forfeiting-Process -Advantages –Evaluation -Bills discounting Vs Factoring Vs Forfeiting

UNIT III MUTUAL FUNDS 9

Types of mutual funds -Mutual funds in India- Developing and launching -Computation and relevance of NAV - Offshore mutual funds and money market mutual funds - Regulation of mutual funds- Credit Rating: Credit rating system – Growth factors - Rating & agencies -Credit rating process

UNIT IV VENTURE CAPITAL 9

Definition- Characteristics-Evolution - Venture capital investment process -Advantages-Forms - SEBI and Venture capital funds - Venture capital in India- Project Management: Definition - Characteristics –

Objectives - Classification - Project life cycle

UNIT V NON-BANKING FINANCIAL COMPANIES 9

Meaning - Types- Prudential norms - Financial Institutions: Role of financial Institution in financial markets - Development banking institutions – National and state -Micro finance institutions- Concept, Models and services - Recent trend of Microfinance institutions in India

TOTAL: 45

TEXT BOOKS

1. Gomez, Financial Markets, Institutions and Financial Services, PHI Learning, 2010
2. Shanmugam, Financial Services, Wiley, 2011

REFERENCES

1. Bhole, Financial Institutions and Markets, Tata McGraw Hill, 2010
2. Khan, Financial Services, Tata McGraw Hill 2011
3. Punivathy Pandian, Management of Financial Services, Vikas Publishing House, 2010
4. Gurusamy, Financial Services, Tata McGraw Hill 2010
5. Microfinance – Perspectives and Operations, Indian Institute of Banking and Finance, Macmillan, 2009

14G003 MICRO FINANCE 3 0 0 3

OBJECTIVES

- To understand the functioning of Micro Credit organizations and the financial support offered by them for small entrepreneurs.
- To create an awareness about major Micro Finance organizations in India.

OUTCOMES

- To identify issues that hinders the success of microfinance in the country.
- To understand the state of microfinance and use knowledge of financial inclusion in emerging financial markets.

UNIT I INTRODUCTION TO MICRO FINANCE 9

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending - Stepped lending & Repeat loan - Character & cash flow based lending - Flexible approaches to collateral-Frequent & public installment for loan & saving products

UNIT II FINANCIAL AND OPERATIONAL EVALUATION 9

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs - Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT III OTHER EVALUATIONS OF MICRO FINANCE 9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – – Competition – Risks - Institutional Evaluation - Appraisals and ratings - Legal compliance-Issues in Governance - Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT IV MICRO FINANCE IN INDIA 9

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State

Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programmes – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance – State sponsored Organizations

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICRO FINANCE 9

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

TOTAL: 45

TEXT BOOKS

1. Institute of Banking, Micro Finance – Perspective and Operations ,Mc Millan publications, 2009
2. Yadav R J., Micro Finance – Paradise Publishers, 2011.

REFERENCES

1. Lalitha, Mainstreaming Micro Finance, Mohit Publications, 2011
2. Suresh M Sundharesan, Micro Finance – Emerging Trends and Challenges, Edward Elgar publications, 2011
3. Arunachalam P, Micro Finance in India – Emerging Trends and Challenges, Serial Publications, 2011
4. Clifford Machogan, Micro Finance, Lambert Academic Publishing, 2010
5. Karmakar K.G., Micro Finance in India, Sage Publications, 2010

14G004 FINANCIAL DERIVATIVES 3 0 0 3

OBJECTIVES

- To emphasize the importance of Financial Derivatives and related concepts.
- To inculcate the basic ideas on the various financial instruments available in the capital markets.

OUTCOMES

- To develop and employ theoretical valuation methods to price the financial instruments.
- To use these instruments in managing the risk of investing and hedging activity at the individual and the corporate level.

UNIT I INTRODUCTION TO FINANCIAL DERIVATIVES 9

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Cases (Barings Bank, MG refining Marketing Inc (MGRM)).

UNIT II FUTURES CONTRACT 9

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Future Spot Prices.

UNIT III OPTIONS 9

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS 9

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

UNIT V DERIVATIVES IN INDIA 9

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45

TEXT BOOKS

1. Hull, Options, Futures and Other Derivative Securities, Pearson Education 2011
2. Verma, Derivatives and Risk Management, Tata McGraw Hill, 2010

REFERENCES

1. Kumar, Financial Derivatives- Theory, Concepts and Practice, PHI Learning, 2010
2. Parasuram, Fundamentals of Financial Derivatives, Wiley India, 2011
3. Gupta, Financial Derivatives- Theory, Concepts and Practice, PHI Learning, 2010
4. Hull, Introduction to Futures and Options Markets, PHI Learning, 2010
5. Mishra, Swaroop, Financial Derivatives Excel, 2010

14G005 BANKING AND INSURANCE 3 0 0 3

OBJECTIVES

- To develop basic knowledge of Banking and Insurance Services to the students.
- To develop an overview about banking, insurance and contemporary issues in banking issues, and insurance.

OUTCOMES

- To become a well-informed person relating to the banking operations and to use analytical skills to make optimal decisions relating to insurance products.
- To use the knowledge gained in the banking and insurance sectors to manage risk.

UNIT I INTRODUCTION TO BANKING 9

Structure of Indian banking system-Role of RBI-Classification and functions of banks-Banking legislations, banking sector reforms, non-performing assets- Banker customer relationship- Negotiable instruments

UNIT II ASSESSMENT 9

Priority sector lending: Different segments of priority sector advances.- Loans and advances: Principles of sound lending, Methods of granting advances, Secured advances, , Modes of creating charges- Project and working capital finance: Project finance-Project appraisal and working capital- Risk management : Meaning of business risks, Nature, causes and types of business risks, Methods of handling risk.

UNIT III INTRODUCTION TO INSURANCE 9

Purpose and need- Functions, Principles and classification Nature of insurance contracts- Fundamentals of insurability-Insurance pricing: Insurance rating methods, Calculations of premium, methods of loading, Classification of expenses- Underwriting: The underwriting process, Methods of rate determination, Types of underwriters, Role of agents in underwriting.

UNIT IV TYPES OF INSURANCE 9

Life insurance: Essential features ,Advantages and types- Fire insurance :Underlying principles- Types of fire policies -Settlement of claims- Marine insurance : Scope and principles of marine insurance, Types of marine losses, Important clauses of marine insurance- Motor vehicle information :Taxonomy of motor vehicles, Kinds of motor vehicle insurance policies and claim settlement under motor vehicle insurance.- Health insurance : Types of health insurance policies- Miscellaneous insurance

UNIT V CONTEMPORARY ISSUES IN BANKING 9

Concept of electronic banking -EFT, ECS, Tele banking-electronic cheques - credit card, debit card, smart card- e-banking- Camel model - Asset liability management in banks- Basel norms: capital adequacy norms. Contemporary Issues in Insurance - Reinsurance: Characteristics and types of reinsurance, Reinsurance vs. Double insurance- Channels of distribution Insurance intermediaries and their functioning, Bancassurance

TOTAL: 45

TEXT BOOKS

1. Sethi, Bhatia, Elements of Banking and Insurance, PHI Learning 2012
2. Gulati, Banking and Insurance, Principles and Practice, Excel Books, 2011

REFERENCES

1. Jain, Modern Banking and insurance, Deep and Deep Publications, 2010
2. Sharma, Banking and Insurance, Rajat Publications, 2010
3. Agarwal, Banking and Insurance, Himalaya Publishing House, 2010
4. Peter, Sylvia, Bank Management & Financial Services, Tata McGraw Hill, 2010
5. Arunajatesan, Viswanathan. Risk management and Insurance, Macmillan,2010

14G006 INTERNATIONAL FINANCIAL MANAGEMENT 3 0 0 3

OBJECTIVES

- To define and measure foreign exchange risks and to identify risk management strategies.
- To integrate the global developments in finance to suit the changing business environment in India.

OUTCOMES

- To analyse the risk involved in conducting international business.
- To use the concept gained for suggesting better management of financial resources for business.

UNIT I INTRODUCTION TO INTERNATIONAL FINANCE 9

Foreign Exchange - Foreign Exchange Market - Market Participants - Types of transactions - Currency Derivatives - Foreign exchange Management and Its risk - International Financial System - International Monetary System - Balance of Payments

UNIT II FOREIGN EXCHANGE REGIME IN INDIA 9

Evolution - Regulations - Indian Foreign Exchange Market - Modes of Investment - Foreign Direct Investment (FDI) - Foreign Institutional Investors (FII) Investment in India

UNIT III FOREIGN EXCHANGE RISK 9

Meaning - Types of Foreign Exchange Exposure and Risk - Management of Transaction Risk - Techniques for Hedging Transaction Risk - Cross Hedging - Internal Hedging Strategies - Management of Operating Risk - Managing Translation Exposure

UNIT IV INTERNATIONAL FINANCIAL MARKETS 9

Motive- Sources-Segments- International Money Markets- International Credit Market- Foreign Exchange Market

UNIT V FOREIGN INVESTMENT ANALYSIS 9

International Portfolio Investment - Corporate Strategy and Foreign Direct investment - Capital Budgeting for MNCs

TOTAL: 45

TEXT BOOKS

1. Cheol S Eun, Bruce G Resnick, International Financial Management, Tata McGraw Hill, 2010

- Kevin, Fundamentals of International Financial Management, PHI Learning, 2009

REFERENCES

- Jain P K, International Financial Management, Macmillan, 2009
- Apte P G, International Financial Management, Tata McGraw Hill, 2009
- Clark, International Financial Management, Cengage, 2009
- Madhu Vij, International Financial Management, Excel Books, 2009
- Avadhani V, International Financial Management, Himalaya Publishing House, 2010

	ELECTIVES – HUMAN RESOURCE				
14G011	CHANGE MANAGEMENT			3	0 0 3

OBJECTIVES

- To understand the importance of change in organizational contexts.
- To learn the coping skills to manage change.

OUTCOMES

- To use the knowledge gained for implementing change management process in an organization.
- To develop coping skills to manage change that occurs in an organizational setup.

UNIT I	ORGANIZATIONAL CHANGE	9
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Overview of organizational change -Types and forces of change and its perspectives - Models of change -Resistance to changes -Approaches to manage resistance -Implementation of organizational change - Organizational transformations

UNIT II	ORGANIZATIONAL CULTURE AND CHANGE	9
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Organizational culture – Importance in change - Sub cultures and change management - Functions of culture and change -Roles of change agents and leadership -Power, politics and ethics in change management

UNIT III	ORGANIZATION DEVELOPMENT	9
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Field of organization development -Historical overview of OD -Values, Assumptions & beliefs in OD - Foundations of OD -Organization development process -Action research process and Approach for OD

UNIT IV	OD INTERVENTIONS	9
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Introduction to Organization development interventions -Classifications of OD interventions -team and inter group interventions -Structural and comprehensive interventions

UNIT V	ISSUES AND TRENDS IN ORGANIZATIONAL CHANGE	9
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Advantages & limitations of change -The emerging challenges -Opportunities for OD in future - Organizational learning – A continuous process knowledge management in the present context

TOTAL: 45

TEXT BOOKS

- Cummings, Organisation Development and Change, South Western Educational publishing, 2010
- Kavita Singh, Organisation Change and Development, Excel Books, 2010.

REFERENCES

- French, Bell, Jr, Robert, Zawackic, Organisation Development and Transformation, Tata McGraw Hill 2010
- Radha R Sharma, Change Management and Organizational Transformation, Tata McGraw Hill 2012
- Bhupen, Srivastava, Organization Design and Development, Biztantra, 2009
- Sengupta, Battscharya, Sengupta, Managing Change in Organisations, PHI Learning, 2010
- Jones, Organisational Theory, Design and Change, Pearson, 2010

14G012

STRESS MANAGEMENT

3 0 0 3

OBJECTIVES

- To identify the stress of people in work area and to learn methods for handling stress among employees in order to make the work environment congenial.
- To develop the crisis management and the self development skills among students.

Outcome

- To analyse the causes of stress in an organization.
- To design and develop coping up strategies to mitigate stress that occurs among the employees.

UNIT I UNDERSTANDING STRESS

9

Meaning – Symptoms – Types of Stress – Stressors – Effects of Stress – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUNG

9

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

UNIT III CRISIS MANAGEMENT

9

Implications – People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV WORK PLACE HUMOUR

9

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V SELF DEVELOPMENT

9

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

TOTAL: 45

TEXT BOOKS

1. Cooper, Managing Stress, Sage Publications, 2010
2. Waltschafer, Stress Management, South Western Educational publishing, 2009

REFERENCES

1. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2010.
2. Swami Ranganathananda, Eternal Values for a changing society, Bharatiya Vidya Bhavan, 2011.
3. Brian Seaward, Essentials of Managing Stress, Jones and Barlett Learning Publications, 2011.
4. Jeffrey A A.kottler, David D Chen, Stress Management and Prevention Applications to Daily Life, Routledge, 2012
5. Dr Valerie J Sutherland, Prof. Cary Cooper, Frank Bond, Organizational Stress Management: A Strategic Approach, Palgrave publications, 2010

14G013

INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS

3 0 0 3

OBJECTIVES

- To develop a critical understanding of substantive and procedural labour laws.
- To develop skills in handling legal issues in industrial relations and other labour matters.

OUTCOMES

- To handle legal issues related to business in a better way.
- To analyse the labour matter from legal angle and provide solutions.

UNIT I INDUSTRIAL RELATIONS 9

History of IR -Understanding /Appreciating IR/employee relations – Various Approaches of IR - Theories of IR - Contemporary issues in Industrial Relations – Future trends.

UNIT II TRADE UNIONS 9

History of trade unions -Structure- Organisations – Problems - Trade unions -Theories , functions, methods - Trade unions act 1926 -Management of trade unions in India

UNIT III COLLECTIVE BARGAINING 9

The nature, advantages & disadvantages of CB - CB in India - Workers participation in management - Evolutions, objectives of WPM - WPM in India

UNIT IV LABOUR LEGISLATION - I 9

Introduction - Rights and obligations of employees -Factories Act 1948 -Contract Labour Act 1970 – Industrial Employment (Standing Order) Act 1946 - Industrial Disputes Act 1947 - Settlement of disputes - Procedures - The Minimum Wages Act 1948

UNIT V LABOUR LEGISLATION-II - SCOPE AND IMPLICATIONS 9

Payment of Wages Act 1936 - Payment of Bonus Act 1965 - The Payment of Gratuity Act 1972 - ESI Act 1948 -The Employee Provident Fund Act and Miscellaneous Act1952 - The Workmen Compensation Act 1923 -The Maternity Benefit Act 1961 – Child Labour (Prohibition Regulation) Act 1986

TOTAL: 45

TEXT BOOKS

1. Gankar, Dynamics of Industrial Relation, Himalaya Publication House, 2010
2. Sivarethnamohan, Industrial Relations and Labour Welfare, PHI Learning, 2010

REFERENCES

1. Srivastava, Industrial Relations & Labour Laws, Vikas Publishing House, 2012
2. Sinha, Industrial Relations, Trade Unions& Labour Legislations, Pearson Education, 2009
3. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, 2010
4. Singh B D, Industrial Relations and Labour Laws Excel Books, 2010
5. Nirmal Kumar, Human Resource Management and Industrial Relations, Himalaya Publishing House, 2009

14G014 HUMAN RESOURCES DEVELOPMENT 3 0 0 3

OBJECTIVES

- To understand the training and development, evaluation and quality consciousness and productivity implications and to provide the students with an understanding of the human resource development process.
- To understand the importance of Human development and its impact on organizations and to understand the latest training methods in HRM and management development.

OUTCOMES

- To apply the latest HRD techniques in the job.
- To design better HRD systems in an organization.

UNIT I INTRODUCTION TO HRD	9
Personnel Management, HRD and HRM -HRD Climate & Culture -HRD Functions -Role and competencies of HRD professional - Framework of HRD process	
UNIT II ASSESSING, DESIGNING AND IMPLEMENTING HRD PROGRAMS	9
Strategic and organizational analysis - Task analysis -Person analysis -Role analysis - Designing effective HRD programs	
UNIT III LEARNING, TRAINING AND DEVELOPMENT	9
Introduction to learning and learning principles -Individual differences in learning process -Identification of training needs -Training delivery methods -Issues in training -Influences on employee behavior – Prioritising HRD Needs	
UNIT IV MANAGEMENT DEVELOPMENT	9
Training Vs development - Developing the person in the role -Career planning and Career development -Potential appraisal -Employee empowerment – Career and Succession planning -Quality of work life balance	
UNIT V STRATEGIC HRD	9
Strategic HRD – SHRD Systems and Process – HRD Benefit – Forecasting Models - HRD in mergers and acquisitions -HRD and Organizational change - HRD scenario in Indian organization: its problems and prospects - Challenges and issues facing by HRD Professionals.	
	TOTAL: 45

TEXT BOOKS

1. Werner, Desimone, Human Resource Development, South Western Educational publishing, 2012
2. Krishnaveni, Human Resource Development, Excel Books, 2010

REFERENCES

1. Rao, Human Resource Development, Sage Publications, 2009
2. Deb, Human Resource Development, Ane Books 2012
3. Udai Pareak, Designing & Managing Human Resource, Oxford, 2009
4. Lalitha Balakrishnan, Human Resource Development, Himalaya Publishing House, 2010
5. Biswanth Ghosh, Human Resource Development & Management, Vikas Publishing House, 2010

14G015 COMPETENCY MAPPING AND DEVELOPMENT 3 0 0 3

OBJECTIVES

- To understand and build competencies and facilitate students to understand the differences and inevitability of connecting core competencies of the organization and people competencies.
- To analyse and appreciate the need for Competency based HR Processes.

OUTCOMES

- To design and develop competency assessment models for an organization.
- To use the concept to analyse the competency levels in an organization.

UNIT I INTRODUCTION TO COMPETENCY MAPPING AND DEVELOPMENT 9

Introduction - History & Origin of Competency -Knowledge Skills and Attitude Vs Competency - Reasons for Popularity of Competency - Views Against Competency- Definitions- Confusion about Competency Components of competency- Skill- Knowledge and Motive -Trait and Self-Concept - Iceberg Model of Competency - Operant and Respondent Traits of Competency

UNIT II	COMPETENCY CATEGORIES	9
Threshold Competencies- Differentiating Competencies - Generic or Key Competencies - Functional or Technical Competencies-Leadership or Managerial Competencies		
UNIT III	STEPS IN DEVELOPING COMPETENCY MODEL	9
Steps in Developing Competency Model - Determining the objective and Scope - Clarifying Implementation Goals and Standards - Create an Action Plan - Define Performance Effectiveness Criteria - Identify a Criterion Sample - Data Gathering and Interim Competency Model - Finalize and Validate Competency Model		
UNIT IV	COMPETENCY MODELS	9
Competency models - Leadership and managerial competency models - Causes for Resistance and Recommended Actions to address - HRDelphi Technique Competencies and Generic Indicators 360 Degree Feedback - Supervisory Generic Competency Model Generic Competency Model		
UNIT V	COMPETENCY ASSESEMENT AND USES	9
Strategies to address the gaps - Integration the Competency based Recruitment and Selection - CompetencyCompetency Model - Based Performance Appraisal - Competency Based Succession and Career Planning - Competency based Training andCompetency Based Compensation and Benefits - Development - Reassess competencies and evaluate ROI		

TOTAL: 45

TEXT BOOKS

1. Ganesh Shermon, Competency Based HRM, Tata McGraw-Hill Publishing Company Limited, 2010
2. Seema Sanghi, The Handbook of competency mapping , Response Books , 2010

REFERENCES

1. Don Hellriegel, Susan E Jackson, John W Slocum, Management a Competency approach, Tata McGraw Hill Publishing Company Limited, 2011
2. Nitin Sawardekar, Assessment Centers identifying potential and developing competency, Prentice Hall Publishers, 2006.
3. John W Newstrom and Keith Davis, OB – Human Behavioural work, Tata McGraw Hill, 2009.
4. Stephen Robbins, Training in Interpersonal Skills – tips for managing People at works, Pearson Education, 2010
5. Whelten and Cameron, Development of Management Skills, Pearson Education, 2009.

14G016 INTERNATIONAL HUMAN RESOURCE MANAGEMENT 3 0 0 3

OBJECTIVES

- Provide the students with an understanding of the international human resource management practices.
- The students will be exposed to the latest HR practices and strategies for international growth.

OUTCOMES

- To design better Human Resources systems for the current work force.
- To use the latest Human Resources practices in their job.

UNIT I INTRODUCTION TO IHRM 9

Definition- Approaches to international human resource management- Difference between HRM and Domestic HRM- Reasons for emergence of IHRM- Models of IHRM-5P Model European Model-internationalization of HRM: Socio-cultural context- Organizational dynamics and IHRM: Study of cultures in World- Culture and employee management issues- Organizational Processes in IHRM- Linking HR to International expansion strategies- and Challenges.

UNIT II STRATEGIES FOR INTERNATIONAL GROWTH 9

Exploiting global integration-The logic of global integration- differentiation- Mastering expatriation- beyond the traditional expatriate model- the limits of global integration becoming locally responsive: The roots of responsiveness- understanding diversity- responding to diversity- the challenges of localization.

UNIT III RECRUITMENT PROCESS IN INTERNATIONAL CONTEXT 9

International Managers- parent country nationals- third country nationals- host country nationals- advantages and disadvantages of different selection methods- different approaches to multinational staffing decisions- recruitment method using head-hunters- cross-national advertising- e-recruitment; methods for selecting staff and international staffing issues.

UNIT IV PERFORMANCE MANAGEMENT 9

A conceptual background- Constraints in goal attainment- performance management cycle- models- performance and appraisal in IHRM appraisal of expatriate- third and host country employees- issues and challenges in international performance management- country specific performance management practices.

UNIT V INTERNATIONAL COMPENSATION 9

Forms of compensation and factors that influence compensation policy- key components of international compensation- Approaches to international compensation- compensation practices across the countries- social security systems across the countries- global compensation: emerging issues

TOTAL: 45

TEXT BOOKS

1. The Global Challenge- Framework for International Human Resource Management, Evans, Pucik, Barsoux, Tata McGraw-Hill , 2010
2. International Human Resource Management, Peter J Dowling, Denice E Welch, Cengage Learning, 2011

REFERENCES

1. International Human Resource Management, K Aswathappa, Sadhna Das, McGraw Hill, 2011
2. International Human Resource Management, Tony Edwards, Chris Rees, Person Education, 2010
3. International Human Resource Management - Monir H Tayeb-Oxford University Press, 2010
4. International Human Resource Management ,P L Rao, Excel Books, 2011

ELECTIVES- MARKETING

14G021 ADVERTISING AND PROMOTION MANAGEMENT 3 0 0 3

OBJECTIVES

- To develop knowledge and understanding about the field of advertising and promotion.
- To understand how firms plan their promotional needs and to acquaint the students with concepts, techniques for developing an effective advertising and sales promotion programme.

OUTCOMES

- To develop effective promotional activities for an organization.
- To design better media planning for the promotion of product and services.

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept, Definition and Objectives -Social, Economic and Legal Implications of advertisements -Role of advertising in modern business world - Ethics in advertising - Advertising agency - Advertising

campaign

UNIT II MEDIA MANAGEMENT	9
Media selection -Media plan - Reach and frequency of advertisement - Advertisement costs -Media Mix -Media strategy and scheduling	
UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS	9
Message development -Different types of advertisements - Layout -Design appeal- Copy structure - Advertisement production -Print, Radio, T.V. and Web advertisements - Media Research -Testing validity and Reliability of advertisements -Measuring impact of advertisements	
UNIT IV INTRODUCTION TO SALES PROMOTION	9
Concept, Definition and Objectives -Scope and role of sale promotion - Sales promotion techniques - Trade oriented and consumer oriented	
UNIT V SALES PROMOTION CAMPAIGN	9
Requirement identification -Designing of sales promotion campaign - Involvement of salesmen and dealers -Out sourcing sales promotion -Integrated promotion -Coordination within the various promotion techniques -Online sales promotions	
	TOTAL: 45

TEXT BOOKS

1. Wells Williams, Moriarty & Burnett, Advertising, Principles & Practice, Pearson, 2011
2. Belch, Michael, Advertising and Promotion, Tata McGraw Hill, 2010

REFERENCES

1. Clow, Baack, Integrated Advertisements, Promotion and Marketing communication, PHI Learning, 2012
2. Shah, D-Souza, Advertising and Promotions-An IMC perspective Tata McGraw Hill, 2010
3. Shimp, Advertising and Promotion: An IMC Approach, South Western Educational publishing, 2012
4. Batra, Myers and Aaker, Advertising Management, PHI Learning, 2010
5. Kazmi, Batra, Advertising & Sales Promotion, Excel Books, 2010

14G022 RURAL MARKETING 3 0 0 3

OBJECTIVES

- To understand and appreciate the differences and similarities between urban and rural Indian markets.
- To understand about the rural marketing environment so that students can understand consumers and marketing characteristics of the rural markets and to analyze about marketing strategies that are unique to rural markets.

OUTCOMES

- To analyse the issues related to marketing and selling of products and services to the rural masses.
- To design better rural marketing campaign for the purpose of promoting products and services in the rural market.

UNIT I INTRODUCTION TO RURAL MARKETING 9
Definition -Evolution -Size and nature of rural markets -Profile of rural consumers -Rural market structure & Constitution -Rural market Infrastructure - Marketing opportunities & challenges

UNIT II RURAL CONSUMER BEHAVIOUR 9
Consumer Buyer behaviour models- Factors affecting consumer behaviour- Characteristics of rural consumers-Consumer buying process- Opinion leadership - Brand loyalty - Branding in rural India

UNIT III PRODUCT 9
Concepts and classifications -Rural product categories -New product development -Product life style - Product Mix -Segmentation –Targeting- Positioning

UNIT IV PRICING AND DISTRIBUTION 9
Pricing – Introduction & Objectives -Factors influencing pricing -Pricing strategies - Distribution- Introduction & Evolution -Channels of distribution - Rural distribution models -Emerging models

UNIT V COMMUNICATION AND INNOVATION 9
Communication –Introduction -Communication process -Rural media -Media model & Media Innovation -Innovation- Introduction & Role in rural markets -ICT in rural markets

TOTAL: 45

TEXT BOOKS

1. Pradeep Kashyap, Siddhartha Raut, Rural Marketing -Text and Practices, Biztantra, 2012
2. Krishmacharyalu, Ramakrishnan, Rural Marketing –Text and Cases, Pearson, 2011

REFERENCES

1. Balram Dogra and K Arnimdev Ghuman”, Rural Marketing-Concepts & Practices, Tata McGraw Hill 2010.
2. Tej.K.Bhatia, Advertising & Marketing in Rural India, Macmillan, 2009
3. Singh, Pandey, Rural Marketing: Indian Perspective New Age International Pvt. Ltd., 2007
4. Habib ul Rehman, Rural Marketing in India, .Himalaya Publishing House, 2010
5. Gopaldaswamy, Rural Marketing, Environment Problems and Strategies, Vikas Publishing House, 2010

14G023

SERVICES MARKETING

3 0 0 3

OBJECTIVES

- To develop an understanding of services and service marketing with emphasis on various aspects of service marketing.
- To develop insights into trends in the service sector and also understand about service marketing strategies.

OUTCOMES

- To develop better services marketing approaches to market a service.
- To use the in-sight gained in services marketing for the purpose of offering better services to the customers.

UNIT I INTRODUCTION TO SERVICES MARKETING 9
Definition & Characteristics -Evolution & Growth of service sector -Nature and Scope of Services - Classification of services Challenges and issues in Services Marketing

UNIT II SERVICE MARKETING OPPORTUNITIES 9
Assessing service market potential -Marketing mix -Service marketing Environment and trends -Service market segmentation, targeting and positioning – Consumer Evaluation of services – Role of culture – Customer Expectation of Service – Service quality – Service Encounters – Relationship Marketing – Customer – Lifetime value – Customer Profitability – Service recovery – Service Failure

UNIT III SERVICE DESIGN AND DEVELOPMENT 9
Service Life Cycle -New service development -Service Blue Printing - GAP’s model of service quality - Measuring service quality - SERVQUAL -Service Quality function development – Service attendances – Physical Evidence – Effect on Pricing – Approaches and Strategies

UNIT IV SERVICE DELIVERY, PRICING AND PROMOTION 9

Positioning of services -Designing service delivery System - Service Channel -Pricing of services, methods -Service marketing triangle -Integrated Service marketing – Service cultures - communication – Delivering Service through intermediaries – E-channels – Franchising – Managing demand and capacity – Yield Management

UNIT V SERVICE STRATEGIES 9

Healthcare -Hospitality -Tourism - Financial -Logistics -Education -Consultancy -Entertainment and public utility Information technique Services – Closing customer Gaps – Strategies to match promises – Integrated Service – Marketing Communications.

TOTAL: 45

TEXT BOOKS

1. Zeithaml, Bitner, Pandit. Gremler, Services Marketing, Tata McGraw Hill, 2010
2. Lovelock, Wirtz, Services Marketing, Pearson, 2011

REFERENCES

1. Hoffman, Marketing of Services, South Western Educational publishing, 2011
2. Jha, Services Marketing, Himalaya Publishing House 2010
3. Choudhary, Text book of Marketing of Services, Macmillan, 2010
4. Shanker, Service Marketing, Excel books, 2009
5. Srinivasan, Services Marketing –The Indian Context, PHI Learning, 2012

14G024 RETAIL MANAGEMENT 3 0 0 3

OBJECTIVES

- To develop knowledge of contemporary retail management issues at the strategic level.
- To study the way retailing works, specifically the key activities and relationships. and to familiarize the students with retail shop management and retail behaviour.

OUTCOMES

- To analyse the way retail stores are managed and to formulate better approaches in retail business.
- To design workable approaches to retain business by studying retail behaviour.

UNIT I INTRODUCTION TO RETAIL MANAGEMENT 9

Definition & Scope -An overview of Retailing -Challenges and opportunities -Retail trends in India - Socio economic and technological influences -Government of India policy implications on retails – Key Divers of Retailing in India – Non Store format, Concept of Life cycle in Retail – Theories of Retail Development

UNIT II RETAIL FORMATS 9

Organized and unorganized formats - Different organized retail formats -Characteristics of each format - Emerging trends in retail formats -MNC's role in organized retail formats – Criteria for market evaluation – Selection of prom

UNIT III RETAILING DECISIONS 9

Choice of retail locations -internal and external atmospherics -Positioning of retail shops - Building retail store Image -Retail service quality management -Retail Supply Chain Management -Retail Pricing Decisions

UNIT IV RETAIL SHOP MANAGEMENT 9

Merchandise management -Space management – Retail inventory management -Retail accounting and audits -Retail store brands -Retail advertising and promotions -Retail management information systems - Online retail -Emerging trends - Integrated System – EDI (Electronic Data Interchange) and Bar coding

– E-Retailing – Retail Audit

UNIT V RETAIL SHOPPER BEHAVIOUR 9

Understanding of retail shopper behaviour -Shopper profile analysis -Shopping decision process -Factors influencing retail shopper behavior -Complaints management -Retail sales force management – Types of Location – Site Evaluation – Trading area analysis – Inventory Management – Supply channel relationships – Store design layout – Store management and displays

TOTAL: 45

TEXT BOOKS

1. Pradhan, Retailing Management, Text & Cases, Tata McGraw Hill 2012
2. Berman, Retail Management, Pearson, 2012

REFERENCES

1. Ogden, Integrated Retail Management, Biztranza, India, 2009.
2. Varley, Rafiq, Principles of Retail Management, Ane Books, 2010
3. Nair, Retail Management, Himalaya Publishing House, 2012
4. Madaan, Fundamentals of Retailing, Tata McGraw Hill, 2010
5. Gopal, Manjrekar, Retail Management, Excel Books,2010

14G025 CONSUMER BEHAVIOUR 3 0 0 3

OBJECTIVES

- To identify the psychological aspects of modern consumer and to make it use of it for the benefits and growth of an organization.
- To create a better marketing strategy for the enhanced sale and a sustainable competitiveness for a business.

OUTCOMES

- To use the talent on understanding of consumer behaviour for selling products and services.
- To apply consumer behaviour knowledge in designing the effective marketing and selling strategies.

UNIT I INTRODUCTION TO CONSUMER BEHAVIOUR 9

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOUR MODELS 9

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES 9

Psychological Influences on consumer behavior – Motivation – Perception – Personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES 9

Socio-Cultural, Cross Culture - Family Group – Reference group – Communication -Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS 9

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

TOTAL: 45

TEXT BOOKS

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2011.

- Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2011.

REFERENCES

- Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, 2010
- David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2011.
- Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, Prentice Hall, 2011
- Assel, Consumer Behavior - A Strategic Approach, Biztranza publications, 2009
- Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2010

14G026

BRAND MANAGEMENT

3 0 0 3

OBJECTIVES

- To provide basic knowledge about managing brands.
- To familiarize the students with the trends in brand management.

OUTCOMES

- To develop better brands based on the concepts learned that the students learned from the sharing of knowledge.
- To have a better understanding of branding and use the same for brand development.

UNIT I INTRODUCTION TO BRAND MANAGEMENT 9

Brand- Definition & concept-Brand image & imagery-Brand benefits and brand Global brandvalue-Global brands-Global brand planning system- Cross country synergyleadership-

UNIT II BRAND ASSOCIATION & BRAND LEVERAGING 9

BrandBrand equity- Brand personalityBrand Valuation-extensions-Brand repositioning- & Brand identity-Brand positioningpersonification-

UNIT III BRAND BUILDING 9

Consumer products- Consumer Rural commodities-Corporate brand building-RetailServices-durables-branding-Services branding.

UNIT IV BRAND IMITATIONS 9

Meaning of Brand Imitation- Kinds of imitations- Factors affecting Brand Imitation- Imitation Vs Later market entry- First movers' advantages- Free-rider effects- Benefits for later entrants- Imitation Strategies

UNIT V BRAND STRATEGIES & BRAND SUCCESS 9

Design & Strategic success-Product success-Brandimplementation of brand strategies- association and creating a brand niche-Brand audit.

TOTAL: 45

TEXT BOOKS

- Keller Kevin Lane, Strategic Brand Management, Building, Measuring and Managing, Brand Equity, PHI Learning, 2011
- Mathur U.C, Brand Management Text & Cases, Macmillan, 2010

REFERENCES

- Moorthi Y L R,Brand Management-The Indian Context, Vikas Publication House,2010
- Jean, Noel, Kapferer , Strategic Brand Management, Kogan Page India, 2011
- Dr.S.S.Kaptan, Pandey , Brand Imitations, Himalaya Publishing House, 2010
- Tapan Panda, Brand Management,, Excel Publication, 2012
- Harish V Verma , Brand Management, Excel Books, 2011

ELECTIVES- PRODUCTION

14G031 SUPPLY CHAIN MANAGAMENT 3 0 0 3

OBJECTIVES

- To understand the growing importance of supply chain management for both service and Manufacturing businesses.
- To familiarize the students regarding key players in supply chain and operational aspects of supply chain management.

OUTCOMES

- To use the knowledge of supply chain management for better planning of the production and supply.
- To solve supply chain and logistic bottlenecks faced by an organization and serve customers better.

UNIT I OVERVIEW 9

Introduction – Nature and concepts -Understanding the supply chain – Link between supply chain management and other management functions -Supply chain management basics - Achieving strategic fit - issues -Efficient and responsive supply chains -Importance of supply chain decisions.

UNIT II SUPPLY CHAIN DRIVERS AND PERFORMANCE MEASURES 9

Drivers of Supply Chain Performance - Framework for Structuring Drivers - Obstacles to Achieving Strategic Fit - Performance Measures - Customer Service and Cost Trade –Offs – Order Delivery Lead Time - Supply Chain Responsiveness - Delivery Reliability - Supply Chain Performance Measures

UNIT III DESIGNING DISTRIBUTION NETWORKS 9

Role of Network Design - Factors Influencing Network Design Decisions - Framework for Network Design Decisions - Role of IT in Network Design

UNIT IV SUPPLY CHAIN CO-ORDINATION 9

Supply Chain Co-Ordination and Bullwhip Effect -Effect of Lack of Co-Ordination - Obstacles to Co-ordination -Managerial Levers to Achieve Co-Ordination - Vendor Development: Vendor Selection, Rating and Development

UNIT V WAREHOUSING MANAGEMENT 9

Concepts and types of warehouse -Functions of warehouses - Warehousing strategy -Elements of warehousing costs -Warehouse design principles -Concepts and principles of materials handling - Material handling equipments

TOTAL: 45

TEXT BOOKS

1. Altekar, Supply Chain Management – Concepts and Cases, PHI Learning, 2010
2. Agarwal, Supply Chain Management – Strategy, Cases and Best practices, Macmillan, 2010

REFERENCES

1. Upendra Kachru, Exploring the Supply chain – Theory and Practice, Excel Books, 2011
2. Chopra, Meindal, Kalra, Supply Chain Management – Strategy, Planning and Operation, PHI Learning, 2012
3. Shah, Supply Chain Management, Pearson Education, 2010
4. Mohanty, Deshmukh, Supply Chain Management- Theories and Practices, Biztantra, 2012
5. Bhat, Supply Chain Management, Himalaya Publishing House, 2010

14G032 TOTAL QUALITY MANAGEMENT 3 0 0 3

OBJECTIVES

- To understand the Total Quality Management concept and principles and the various tools available to

MASTER OF BUSINESS ADMINISTRATION

achieve quality.

- To understand the statistical approach for quality control and to understand the ISO and QS certification processes and their need for the industries.

OUTCOMES

- To apply the knowledge of TQM tools to enhance quality of products.
- To use and implement quality control measures in an organization to bring about enrichment in production.

UNIT I INTRODUCTION TO TOTAL QUALITY MANAGEMENT 9

Definition- Basic approach - Evolution- Framework- Characteristics -Elements, pillars, barriers and benefits -Contributions of quality gurus

UNIT II QUALITY CERTIFICATIONS 9

Benefits of ISO registration - ISO 9000 series - ISO 14000 series -QS 9000 certification - Quality auditing - Quality awards -Quality council - Continuous Process Improvement Meaning of process -The Juran trilogy -Improvement strategies -Types of problems -The PDSA cycle –Kaizen

UNIT III TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9

Quality function deployment (QFD) - Failure mode and effect analysis -Taguchi’s approach - Histogram, Pareto analysis -Cause and effect diagram - Affinity diagram, Relationship diagram, Tree diagram, PDPC, Arrow diagram, Matrix data analysis diagram -Benchmarking, 5S - Poke Yoke

UNIT IV STATISTICAL PROCESS CONTROL 9

Meaning and significance -Acceptance sampling -Control charts – X bar, R, p, nap, c and u charts- Process Capability: Control limits and spec

UNIT V PRODUCT RELIABILITY 9

Definition and concepts of reliability -Failure rate analysis, -Mean failure rate, MTTF, MTBF - Reliability in series and parallel- Total Productive Maintenance; Definition, concepts, objectives -Steps for TPM development, - Measures of TPM and benefit

TOTAL: 45

TEXT BOOKS

1. Bester field, Total Quality Management, Pearson Education,2010
2. Rajaram, Sivakumar, Total Quality Management, Biztantra, 2010

REFERENCES

1. Evans, Total Quality Management, South Western Educational publishing Learning, 2010
2. Subbaraj, Total Quality Management, Tata McGraw Hill, 2010
3. Senthil Arasu, Total Quality Management, Sci Tech Publications, 2010
4. Mandal, Total Quality Management, Vikas Publishing House, 2010
5. Nigam, Total Quality Management, Excel Books, 2010

14G033 PROJECT MANAGEMENT 3 0 0 3

OBJECTIVES

- To familiarize the students with project management techniques in project planning & implementation and the use of computers for the same.
- To get an understanding of the procedures, techniques and methods of project evaluation, financing and control.

OUTCOMES

- To evaluate projects, to work out competitive cost estimates and to plan the various activities for the improvement of business.

MASTER OF BUSINESS ADMINISTRATION

- To use the concepts of project management in an organization set up for effective implementation of projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9

Benefits of project management - Project Management life cycle: Project initiation - project planning - Project execution - Project closure -Project Manager –roles, responsibilities - Selection - The project team

UNIT II BUDGETING THE PROJECT 9

Methods of budget -Cost estimation -Improving cost estimates - Project scheduling: Project network construction - CPM – PERT -Crashing of project network

UNIT III CONTRACT MANAGEMENT 9

Principles of project contracts -Project contracting process -Project communication -Legal aspects of project management - Global tendering, Insurance for projects - Resource management: Basics of resource constraints -Resource loading -Resource leveling – Vendor Evaluation

UNIT IV PROJECT RISK MANAGEMENT 9

Four stage process -Integrated approach to risk management - Monitoring and controlling the project: The plan-monitor-control cycle -Earned value -Purpose of control - Design of control system

UNIT V ROLE OF FINANCIAL INSTITUTIONS 9

Appraisal processes -Concepts and techniques -Specialized financial Institutions -Venture capital - Project auditing: Objectives of project audit -The audit process -The audit report -Project auditor's role

TOTAL: 45

TEXT BOOKS

1. Gray, Larson, Desai Project management The managerial process, Tata McGraw-Hill, 2010
2. Nichlolos, Project Management for Business & Technology, PHI Learning, 2010

REFERENCES

1. Meredith, Mantel, Project Management – A Managerial Approach, Wiley, 2012
2. Paneerselvam, Senthilkumar, Project Management, PHI Learning, 2010
3. Gopalakrishnan, Moorthy, Text Book of Project Management, Macmillan, 2010
4. Sontakki, Project Management, Himalaya Publishing House, 2011
5. Patel, Project Management, Vikas Publishing House, 2010

14G034 TECHNOLOGY MANAGEMENT AND IPR 3 0 0 3

OBJECTIVES

- To understand the issues in the technology management and technology strategy.
- To get an understanding about the role of technology in improving business competitiveness.

OUTCOMES

- To analyze the impact of Technology on business and to manage technology for business advantage.
- To use the knowledge acquired on IPR related issues for better management of intellectual properties.

UNIT I TECHNOLOGY MANAGEMENT AND MANAGEMENT STRATEGY 9

Review of technology management - Technological innovation - Business competitiveness - Technology strategy and leadership

UNIT II DEVELOPMENT OF TECHNOLOGICAL CAPABILITY 9

Developing technology based capabilities - Technology based developments -Diffusion and adaptation

MASTER OF BUSINESS ADMINISTRATION

technology - Need for technology analysis

UNIT III MANAGEMENT ISSUES & BUSINESS COMPETITIVENESS	9
People and organization issues - Characteristics of innovative firms -Technology interface with markets - Customers and suppliers -Operational system strategies -Business competitiveness interface -Market integration with technology -Accountability with share holders	
UNIT IV MANAGEMENT OF TECHNOLOGY	9
Factors Influencing Effective Integration in Technical Organization -Barrier to Implementation of Structure for Managing Technology -Need for Inter-Disciplinary Endeavour and Improved Functional Relation	
UNIT V INTELLECTUAL PROPERTY RIGHTS	9
Need for IPR -WIPO - Patents and Patent Information - Need for Patent - Patentable and Non-Patentable Invention - Types of Patent Application in India - PCT System - Patent Filing - Opposition and Grand - Design Act 2000 -Trademark -Copyright - Copyright Infringement - Geographical Indication - Important Principles of IP Management	
TOTAL: 45	

TEXT BOOKS

1. Murthy, Technology Management, Himalaya Publishing House, 2009
2. Khalil, Technology Management, Tata McGraw Hill, 2010

REFERENCES

1. Ray Gehani, Management of Technology & Operations, Wiley India 2009
2. Szakony, Handbook of Technology Management, Viva books, 2010
3. Dhillion, Technology management, Global India, 2009
4. Neelakandan, Management Technology, Excel Books, 2010
5. Goran.D.Putnik, Maria Manuala Cunha, Knowledge and Technology Management in Virtual Organizations, Idea Group Publishing, Idea Group Incorporation, 2007

14G035 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING 3 0 0 3

OBJECTIVES

- To understand the need for business process reengineering for organizations and to understand the basic concepts of value Engineering and its role in improving the competitiveness of organizations.
- To understand the use of information technology and the methods of process redesign.

OUTCOMES

- To use the concepts of business process reengineering for developing better process in an organization.
- To design and evaluate the process, system and product.

UNIT I INTRODUCTION TO BPR	9
Business process: Definition dimensions -History of BPR, Definition, Basics -Benefits of BPR -Role of leader and manager -Guiding principles of BPR -Key targets of BPR	
UNIT II BPR IN MANUFACTURING INDUSTRY	9
Enablers of BPR in manufacturing - Product design and development - BPR and IT: Relationship between BPR and IT -Role of IT in Reengineering -BPR tools and techniques - Criticality of IT in Business process	
UNIT III IMPLEMENTATION METHODOLOGY	9
Reasons for implementation of BPR -Necessary attributes of BPR methodologies -BPR team	

MASTER OF BUSINESS ADMINISTRATION

characteristics -Different phases of BPR -Different BPR methodologies -Steps of process re-engineering
- Performance measures of BPR - Risks associated with BPR -Barriers to BPR implementation, Areas
generating barriers to BPR -A framework for barrier management.

UNIT IV VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS 9

Relevance of Value engineering to Indian scenario - Meaning of value - Ways to add value -Value
engineering basics - Techniques employed in value engineering

UNIT V VALUE ENGINEERING JOB PLAN 9

Introduction, Selecting the project -Selecting team members -Phases of value engineering job plan -
General phase, Information phase, Function phase, Creation, Evaluation phase, Investigation phase,
Implementation phase.

TOTAL: 45

TEXT BOOKS

1. Radhakrishnan, Balasubramanian, Business Process Reengineering: Text and Cases, PHI Learning, 2009
2. Dey, Business Processing Re Engineering & change Management, biztara Wiley 2009

REFERENCES

1. Iyer, Value Engineering: A How to Manual, New Age International Publishers, 2009
2. Kumar, Value Engineering, Narusha Publishers, 2009
3. Srinivasan, Business Process Reengineering, Tata McGraw Hill, 2011
4. Bhatt, Business Process Reengineering, Himalaya Publishing House, 2009
5. Jaganathan, Getting more at low cost: The value Engineering way, Tata McGraw Hill, 2009

14G036 ADVANCED OPERATIONS MANAGEMENT 3 0 0 3

OBJECTIVES

- To facilitate the students to understand the importance of advanced operations management as a source of competitive strength in a global marketplace.
- To familiarize the students about the advantages of JIT and Lean manufacturing and their contributions to an organization.

OUTCOMES

- To utilize the concept of operations management in the manufacturing process.
- To solve the problem faced in manufacturing and to apply the latest operations management concepts better for solving production issues.

UNIT I OPERATIONS IN GLOBAL ENVIRONMENT 9

Defining global operations- Management issues in global operations- Reasons to globalize operations-
Achieving Global operations- Global issues in Service operations

UNIT II PRODUCT STRATEGY AND PROCESS STRATEGY 9

Goods and services selection-Generating new products-Product development-Issues for product design-
Time based competition-Defining a Product-Documents for production-Service design -Four process
strategies-Process analysis and design-Service process design-Production technology-Technology in
services

UNIT III E-BUSINESS AND OPERATIONS TECHNOLOGY 9

ERP Overview- Evolution of ERP- Benefits of ERP- ERP Packages- ERP Implementation- E-Business
roles and their challenges- e-Business requirements & its impact-e-Business Models- CAD-CAM-CIM-
FMS-AGV-MIS-RFID-AI

UNIT IV JIT AND LEAN MANUFACTURING 9

Introduction to Just-in-Time- JIT requirements- Types of wastes- JIT Inventory- Characteristics of JIT partnerships- Lean Building blocks -Pull system- 5S- work cells- Poke Yoke- Kanban- SMED- Visual controls- Value stream mapping- Single piece flow- TPM- Lean assessment- Lean implementation- Benefits of Lean implementation

UNIT V MANAGING SERVICE OPERATIONS 9

Service Process- Characteristics of services- Competing on service- Strategy for service- Service Outsourcing- Customer retention and loyalty- Service quality

TOTAL: 45

TEXT BOOKS

1. Jay Haizer, Barry Render, Operations Management, Prentice Hall of India, 2009
2. Lee J Krajewski and Larry P Ritzman, Operations Management-Strategy and Analysis, Pearson Education, 2009

REFERENCES

1. Mohanthy, Advanced Operations Management, Pearson Education, 2009
2. Roberta S Russell and Bernard W Taylor III, Operations Management, Prentice Hall of India, 2009
3. Chase, Aquilano, Production and Operations Management-Manufacturing and Services, Tata McGraw-Hill, 2009
4. Chary, Production and Operations Management, Tata McGraw Hill, 2009
5. Russell Taylor, Operations Management Along With Supply Chain Management, Wiley, 2010

ELECTIVES- SYSTEM

14G041 KNOWLEDGE MANAGEMENT SYSTEMS 3 0 0 3

OBJECTIVES

- To focus on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm.
- To understand the importance of Knowledge management and process for organizations.

OUTCOMES

- To analyze the leverages of the intellectual assets of a firm.
- To make use of modern technology with enhanced systems for better knowledge management in an organization.

UNIT I INTRODUCTION TO KMS 9

Definition, Forces driving knowledge management, -Issues in knowledge management -The five Ps of strategic knowledge management- Nature of knowledge: Definition, Different types of knowledge, - Alternative views of knowledge -Differences between data, Information and knowledge

UNIT II KNOWLEDGE MANAGEMENT PROCESSES 9

The 10 step knowledge management roadmap -Knowledge discovery systems -Knowledge capture systems -Knowledge sharing systems -Knowledge application systems -Knowledge management Infrastructure

UNIT III TECHNOLOGIES FOR KNOWLEDGE MANAGEMENT 9

Artificial Intelligence, Knowledge based system - Introduction, Definition - Advantages and disadvantages -Other artificial intelligence technologies - Automated reasoning process - Case based reasoning system

UNIT IV KNOWLEDGE CODIFICATION AND IMPLEMENTATION 9
Definition of Knowledge codification -Reasons for codifying knowledge - Modes of knowledge conversion - Codification tools and procedures -Data mining -Data management -Knowledge portals

UNIT V ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT 9
Attributes of a Knowledge leader -Enablers of knowledge culture -Ownership of knowledge: Ethical and legal issues. - Managing knowledge workers -Future of knowledge management

TOTAL: 45

TEXT BOOKS

1. Becerra, Fernandez, Knowledge management: Challenges, solutions and technologies, Pearson Education, 2010
2. Debowski, Knowledge Management, Wiley India, 2012

REFERENCES

1. Jawadekar, Knowledge Management, Tata McGraw Hill, 2010
2. Warier, Knowledge Management, Vikas Publishing House, 2010
3. Awad, Ghaziri, Knowledge Management, PHI Learning, 2011
4. Reddy, Knowledge Management System, Himalaya Publishing House, 2010
5. Thothathri Raman, Knowledge Management, Excel Books, 2010

14G042 SOFTWARE PROJECT AND QUALITY MANAGEMENT 3 0 0 3

OBJECTIVES

- To understand the various factors influencing the successful implementation of Software projects.
- To familiarize the Students with software quality management methods and to get an Idea about software quality assurance, quality measures, and quality control.

OUTCOMES

- To analyze the different process models that can be invented and executed to support the perspective business strategies.
- To design new projects with high performance software to implement in a business process faster.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9
Project- Project management -Role of project manager -Project management profession - System view of project management - Stakeholder management - Attributes of well engineered software – Importance and Need for Project Management

UNIT II PROCESS MODELS 9
Prescriptive model -Waterfall model - Incremental process model -Evolutionary process model - Agile process models -Core principles of software engineering -Planning practices, Communication practices - Modeling practices, Construction practices

UNIT III PROJECT DEVELOPMENT 9
Strategic Planning And Project Selection -- Cost Budgeting – Cost benefit analysis - Cost Control - Cost Estimating types - Project Management Plan -Project Execution -Integrated Change Control- Closing Project - Project Scope Management: Definition - Scope Planning, Scope Management Plan - Project Scope Statement -Creating Work Breakdown Structure -Scope Verification And Scope Control - Techniques - Cost Budgeting, Cost Control

UNIT IV PROJECT TIME MANAGEMENT 9
Importance - Activity definition, Activity sequencing - Schedule development- Project time and cost management: Importance, basic principle – Importance of Time management - Tools and techniques

UNIT V PROJECT QUALITY MANAGEMENT 9
 Need for Quality planning -Software quality assurance - Tools and techniques for QC -Modern quality management, ISO 9126 -Quality management system – Advancement in Quality check management system

TOTAL: 45

TEXT BOOKS

1. Futrell, Quality Project Software Management, Pearson Education, 2010
2. Hughes, Cottrell, Software Project Management, Tata McGraw Hill, 2011

REFERENCES

1. Goyal, Software Project Management, Macmillan, 2010
2. Pressman, Software Engineering - A practitioner’s Approach, McGraw Hill International, 2010
3. Mohapatra, software project management, South Western Educational publishing Learning, 2010
4. Kelkar, Software project management, PHI Learning, 2010
5. Scwalbe, Information Technology Project Management, South Western Educational publishing Learning, 2010

14G043 DATABASE MANAGEMENT SYSTEMS 3 0 0 3

OBJECTIVES

- To understand the importance of data and information processing in organizations.
- To understand the steps and concepts involved in building, retrieving and controlling database.

OUTCOMES

- To design modern database system to help the business to take correct decisions for growth.
- To use of knowledge related with the cryptography to execute the relationship between database and business.

UNIT I INTRODUCTION TO DBMS 9
 Purpose of Database systems - Characteristics of database approach- Advantages of using DBMS- Data Models- Schemas and Instances- DBMS architecture and Data Independence- Database system environment- Classification of DBMS- Entity Relationship model- Relational models

UNIT II SQL 9
 Basic structure- functions- Null value- Nested sub queries- Derived relations- Embedded SQL- Other Query languages- Integrity constraints: Domain constraints- Referential integrity- Procedure – Function – Packages - Assertion- Triggers- Functional dependencies

UNIT III RELATIONAL DATABASE DESIGN 9
 Features of Good relational Design - Decomposition- Normalization- Domain Key Normal form-Object Oriented Databases: Object oriented data model- Object oriented languages- Object relational databases- Nested relations- Complex types and object orientation

UNIT IV STORAGE AND FILE STRUCTURE 9
 Overview of Physical Storage media – Disk Space management - RAID- tertiary storage- storage access- File organization- Organization of records in files- Storage structure for object oriented databases

UNIT V INDEXING AND HASHING 9
 Basic concepts- Ordered indices- B + and B -Tree index files- Static hashing- Dynamic hashing - Database Security: Data classification- Threats and risks- Cryptography- Digital signature- Database control- Types of privileges- Object privileges- Statistical database

TOTAL: 45

TEXT BOOKS

1. Pannerselvam, Database management System, PHI Learning, 2010
2. Pathak, Data Base Management Systems, Himalaya Publishing House, 2009

REFERENCES

1. Leon, Database management system, Vikas Publishing House, 2010
2. Korth, Database system concepts, Tata McGraw Hill, 2010
3. Kahate, Introduction to Database Management system, Pearson Education, 2009
4. Shah, Patel, Database Management System, Macmillan, 2011
5. Narang, Database management system, PHI Learning, 2010

14G044

ENTERPRISE RESOURCE PLANNING

3 0 0 3

OBJECTIVES

- To familiarize the students about the role of ERP as a tool for Business integration and to understand the key implementation issues of ERP.
- To know the business modules of ERP and to appreciate the current and future trends in ERP.

OUTCOMES

- To use the ERP modules for the enhancement of the business effectiveness.
- To be equipped with practical knowledge of ERP applications so as to integrate the activities of an enterprise.

UNIT I OVERVIEW

9

General model for ERP - Evolution of ERP - Business Engineering: Principles, Significance, Business intelligence with IT -Blueprint of a business model -Benefits and Risks of ERP – ERP and related technology

UNIT II ERP AND TECHNOLOGY

9

Business Intelligence: Factors, Technology - Techniques for integrating business intelligence into business processes -BPR: Phases -Challenges in implementing BPR

UNIT III BUSINESS MODULES

9

Business Modules of an ERP Package -Finance, Manufacturing, Maintenance, Materials Management -Quality management, Marketing, Sales, distribution & Service

UNIT IV ERP IMPLEMENTATION

9

Implementation challenges, - Strategies for implementation, - ERP Life cycle - Implementation methodologies – Hidden Cost - Project team, vendor and contract management - Data migration, project management & monitoring, -Post implementation activities

UNIT V MARKETING OF ERP

9

Marketing strategy -Relationship marketing -Participants in the ERP buying process -Sales cycle - Products in the market: SAP, Oracle, JD Edwards, Marshal -Future direction and trends in ERP -ERP, SCM and CRM - Web Enabling Market Snap Shot – Cloud Computing- RODE

TOTAL: 45

TEXT BOOKS

1. Leon, Enterprise Resource Planning, Tata McGraw Hill, 2010
2. Kumar, Garg, Venkitakrishnan, Enterprise Resource Planning – Concepts and Practice, PHI Learning, 2010

REFERENCES

1. Ellen F monk, Bret J Wagner, Enterprise Resource planning, South Western Educational publishing, 2012
2. Sumner, Enterprise Resource Planning, Pearson Education, 2009
3. Jaiswal, Text book of Enterprise Resource Planning, Macmillan, 2009
4. Altekar, Enterprise wide Resource Planning, PHI Learning, 2009
5. Murthy, Enterprise Planning, Himalaya Publishing House, 2010

14G045

E-BUSINESS

3 0 0 3

OBJECTIVES

- To understand the technology behind E- Business and the future opportunities for organizations to leverage the Internet.
- To understand the management aspect of E-commerce Technological Environment.

OUTCOMES

- To be equipped with knowledge of information system security, which can reduce, the risk in business operations.
- To be competent with CRM and recent technical transitions to support the corporation for improvement.

UNIT I INTRODUCTION TO E-BUSINESS

9

Characteristics of E-business - Advantages and disadvantages of E-business -Business models for E-commerce - E-marketing: Goals, Browsing behavior model -Online marketing, E-advertising

UNIT II ENABLING TECHNOLOGIES OF WORLD WIDE WEB

9

Internet client server application -Networks and internets -Switching, Transmission, Routers, URLs, TCP, Search engine, ISP, Hypertext, JavaScript, XML

UNIT III E-SECURITY

9

Information system security -Security on the internet -E-business risk management issues -Internet security environment in India- E-Payment system: Digital payment requirements - Digital token based E Payment system -Properties of Electronic cash - Cheque payment system on the internet - Risks in E payment system -Digital signature

UNIT IV E-CRM

9

E-CRM Tool kits -Typical business touch points - Privacy issues -Data mining in CRM- E-Supply chain management: Inventory control, advantages, benefits, components and architecture

UNIT V MOBILE COMMERCE

9

Definition -Technology - Wap Model - Wireless Technology - 3g Wireless Communication - Web Design: Need For Intelligent Web Sites -Goals And Objectives Of A Website - Strategies For Website Development - Ethical Issues In Digital Economy

TOTAL: 45

TEXT BOOKS

1. Chaffey, E-Business and E-commerce, Pearson Education, 2010
2. Reynolds, E-Business, Oxford University Press, 2010

REFERENCES

1. Branmcanzer, E-Business and E-Commerce, Wiley India 2012
2. Mishra, E-Commerce, Macmillan, 2011
3. Rayadu, E-Commerce, E Business, Himalaya Publishing House, 2010
4. Kalakota, Marcias Robinson, e-business 2.0, Pearson Education, 2010
5. Joseph, E-Commerce – An Indian Perspective, PHI Learning, 2012

14G046

DECISION SUPPORT SYSTEMS

3 0 0 3

OBJECTIVES

- To help the students to understand the importance of decision making at all levels of management.
- To help the students to understand the steps, models and concepts in Decision support systems.

OUTCOMES

- To use the data management system in the corporate to find better solutions.
- To analyse various decision support models and to implement them in an organization for improving the efficiency and effectiveness of business.

UNIT I INTRODUCTION TO DSS

9

Decision concept -Steps- Decision support system -components- characteristics- classification and applications

UNIT II MODEL MANAGEMENT

9

Models- Modeling process- Types of models- Optimization - Simulation - Heuristics -Descriptive Predictive- Model base- Modeling languages- Model directory- Model base management- System-Model execution- Integration and command processing

UNIT III DATA MANAGEMENT SYSTEM

9

Database -Sources of Data- Data Directory- Data Structure and database language- Query facility- Data Management system- DBMS as DSS development tool-Intranet-Extranet-Internet-Data access.

UNIT IV DIALOG MANAGEMENT

9

User interface- Graphics -Multimedia- Visual interactive modeling- Natural language processing- Speech recognition and understanding- Issues in user interface

UNIT V DEVELOPMENT OF DECISION SUPPORT SYSTEM

9

Development process- Software and hardware and data acquisition- Model acquisition- Dialog development- Integration- Testing and validation- Training and implementation

TOTAL: 45

TEXT BOOKS

1. Macllah, Decision Support Systems and Data Warehousing, Tata McGraw Hill, 2010
2. Stevenson, Introduction to Management Science, Tata McGraw Hill, 2010

REFERENCES

1. Efraim Turban, Jay E Aronson, Ting, Peng Liang, DSS and Intelligent Systems, Pearson Education, 2011
2. Macllah, Decision Support Systems and Data Warehousing, Tata McGraw Hill, 2010
3. Stevenson, Introduction to Management Science, Tata McGraw Hill, 2007
4. James A Obrien, George M Marakas, Management Information Systems, Tata McGraw Hill, 2007
5. Janakiraman and K Sarukesi, Decision Support System, PHI, 2009