

**UNIVERSITY DEPARTMENTS**

**ANNA UNIVERSITY: : CHENNAI 600 025**

**REGULATIONS - 2013**

**I TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SEMESTER – I**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8101	Accounting for Management	3	1	0	4
2.	BA8102	Economic Analysis for Business	4	0	0	4
3.	BA8103	Legal Aspects of Business	3	0	0	3
4.	BA8104	Organizational Behaviour	3	0	0	3
5.	BA8105	Principles of Management	3	0	0	3
6.	BA8106	Statistics for Management	3	1	0	4
7.	BA8107	Total Quality Management	3	0	0	3
8.	BA8108	Written Communication	3	0	0	3
<b>TOTAL</b>			<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

**SEMESTER – II**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8201	Applied Operations Research	3	1	0	4
2.	BA8202	Business Research Methods	3	0	0	3
3.	BA8203	Financial Management	3	0	0	3
4.	BA8204	Human Resources Management	3	0	0	3
5.	BA8205	Information Management	3	0	0	3
6.	BA8206	Marketing Management	4	0	0	4
7.	BA8207	Operations Management	3	0	0	3
<b>PRACTICAL</b>						
8.	BA8211	Data Analysis and Business Modeling Lab	0	0	4	2
<b>TOTAL</b>			<b>22</b>	<b>1</b>	<b>4</b>	<b>25</b>

**SUMMER SEMESTER (4 WEEKS)**

**SUMMER TRAINING**

Summer Training - The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3<sup>rd</sup> semester.. The report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training.

**SEMESTER – III**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8301	Enterprise Resource Planning	3	0	0	3
2.	BA8302	Strategic Management	3	0	0	3
3.	E1	Elective I	3	0	0	3
4.	E2	Elective II	3	0	0	3
5.	E3	Elective III	3	0	0	3
6.	E4	Elective IV	3	0	0	3
7.	E5	Elective V	3	0	0	3
8.	E6	Elective VI	3	0	0	3
<b>PRACTICAL</b>						
9.	BA8311	Professional Skill Development Lab	0	0	4	2
10.	BA8312	Summer Training	0	0	2	1
<b>TOTAL</b>			<b>24</b>	<b>0</b>	<b>6</b>	<b>27</b>

**SEMESTER – IV**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8401	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
2.	BA8402	International Business Management	3	0	0	3
<b>PRACTICAL</b>						
3.	BA8411	Creativity and Innovation Lab	1	0	2	2
4.	BA8412	Project Work	0	0	18	9
<b>TOTAL</b>			<b>7</b>	<b>0</b>	<b>20</b>	<b>17</b>

**TOTAL NUMBER OF CREDITS = 96**

PROGRESS THROUGH KNOWLEDGE

**UNIVERSITY DEPARTMENTS**  
**ANNA UNIVERSITY CHENNAI : : CHENNAI 600 025**  
**REGULATIONS - 2013**  
**CURRICULUM I TO VI SEMESTERS (PART TIME)**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**SEMESTER – I**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8102	Economic Analysis for Business	4	0	0	4
2.	BA8104	Organizational Behaviour	3	0	0	3
3.	BA8105	Principles of Management	3	0	0	3
4.	BA8106	Statistics for Management	3	1	0	4
5.	BA8108	Written Communication	3	0	0	3
<b>TOTAL</b>			<b>16</b>	<b>1</b>	<b>0</b>	<b>17</b>

**SEMESTER – II**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8201	Applied Operations Research	3	1	0	4
2.	BA8204	Human Resources Management	3	0	0	3
3.	BA8205	Information Management	3	0	0	3
4.	BA8206	Marketing Management	4	0	0	4
5.	BA8207	Operations Management	3	0	0	3
<b>TOTAL</b>			<b>16</b>	<b>1</b>	<b>0</b>	<b>17</b>

**SEMESTER – III**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8101	Accounting for Management	3	1	0	4
2.	BA8103	Legal Aspects of Business	3	0	0	3
3.	BA8107	Total Quality Management	3	0	0	3
<b>PRACTICAL</b>						
4.	BA8311	Professional Skill Development Lab	0	0	4	2
<b>TOTAL</b>			<b>9</b>	<b>1</b>	<b>4</b>	<b>12</b>

**SEMESTER – IV**

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8202	Business Research Methods	3	0	0	3
2.	BA8203	Financial Management	3	0	0	3
3.	E1	Elective I	3	0	0	3
4.	E2	Elective II	3	0	0	3
5.	E3	Elective III	3	0	0	3
<b>PRACTICAL</b>						
6.	BA8211	Data Analysis and Business Modeling Lab	0	0	4	2
<b>TOTAL</b>			<b>15</b>	<b>0</b>	<b>4</b>	<b>17</b>

*Attested*

*Sobhan*  
**DIRECTOR**

## SUMMER SEMESTER (4 WEEKS)

### SUMMER TRAINING

Summer Training - Chronological Diary needs to be maintained and submitted within the first week of the reopening date of 5<sup>th</sup> semester. The training report along with the company certificate should be submitted.

### SEMESTER – V

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8301	Enterprise Resource Planning	3	0	0	3
2.	BA8302	Strategic Management	3	0	0	3
3.	E4	Elective IV	3	0	0	3
4.	E5	Elective V	3	0	0	3
5.	E6	Elective VI	3	0	0	3
<b>PRACTICAL</b>						
6.	BA8312	Summer Training	0	0	2	1
<b>TOTAL</b>			<b>15</b>	<b>0</b>	<b>2</b>	<b>16</b>

### SEMESTER – VI

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>						
1.	BA8401	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
2.	BA8402	International Business Management	3	0	0	3
<b>PRACTICAL</b>						
3.	BA8411	Creativity and Innovation Lab	1	0	2	2
4.	BA8412	Project Work	0	0	18	9
<b>Total</b>			<b>7</b>	<b>0</b>	<b>20</b>	<b>17</b>

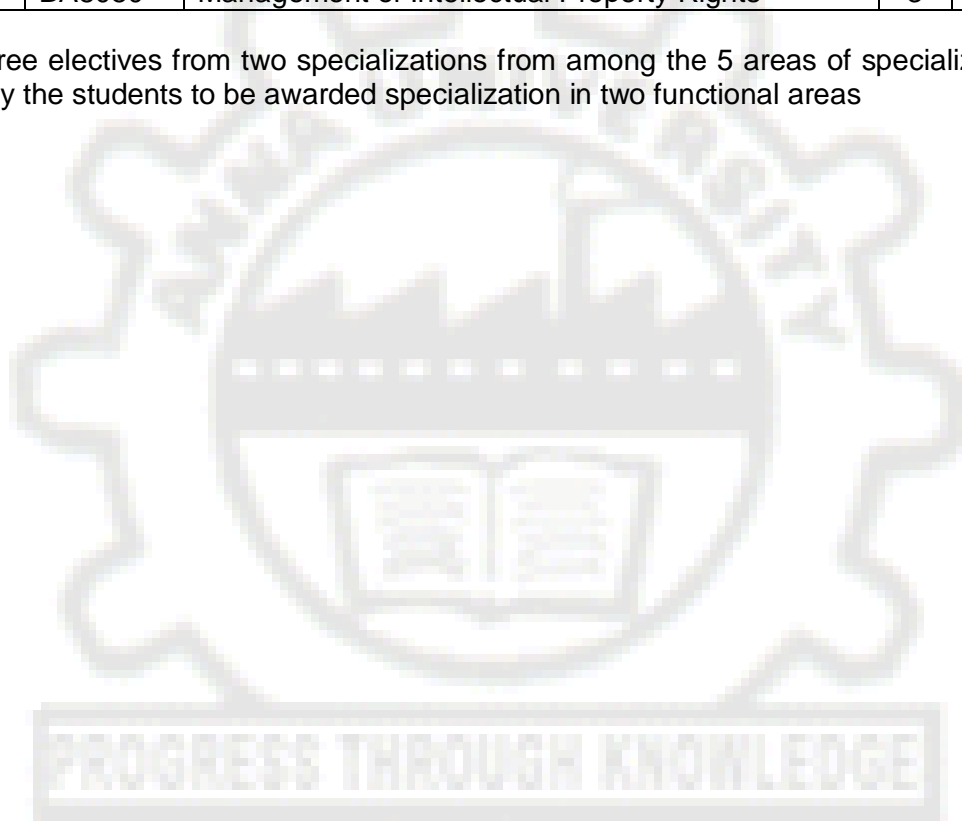
**TOTAL NUMBER OF CREDITS = 96**

**LIST OF ELECTIVES**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

SL.NO.	COURSE CODE	COURSE TITLE	L	T	P	C
<b>MARKETING – ELECTIVES</b>						
1.	BA8001	Brand Management	3	0	0	3
2.	BA8002	Consumer Behaviour	3	0	0	3
3.	BA8003	Customer Relationship Management	3	0	0	3
4.	BA8004	Direct Marketing	3	0	0	3
5.	BA8005	Event Marketing	3	0	0	3
6.	BA8006	Integrated Marketing Communication	3	0	0	3
7.	BA8007	International Marketing	3	0	0	3
8.	BA8008	Marketing Metrics	3	0	0	3
9.	BA8009	Retail Management	3	0	0	3
10.	BA8010	Rural Marketing	3	0	0	3
11.	BA8011	Services Marketing	3	0	0	3
12.	BA8012	Social Marketing	3	0	0	3
<b>FINANCE – ELECTIVES</b>						
1.	BA8013	Banking Financial Services Management	3	0	0	3
2.	BA8014	Corporate Finance	3	0	0	3
3.	BA8015	Derivatives Management	3	0	0	3
4.	BA8016	International Trade Finance	3	0	0	3
5.	BA8017	Merchant Banking and Financial Services	3	0	0	3
6.	BA8018	Mergers and Acquisitions	3	0	0	3
7.	BA8019	Micro Finance	3	0	0	3
8.	BA8020	Risk Management and Insurance	3	0	0	3
9.	BA8021	Security Analysis and Portfolio Management	3	0	0	3
10.	BA8022	Strategic Investment and Financing Decisions	3	0	0	3
<b>HUMAN RESOURCE – ELECTIVES</b>						
1.	BA8023	Entrepreneurship Development	3	0	0	3
2.	BA8024	Industrial Relations and Labour Welfare	3	0	0	3
3.	BA8025	Labour Legislations	3	0	0	3
4.	BA8026	Managerial Behavior and Effectiveness	3	0	0	3
5.	BA8027	Organizational Theory, Design and Development	3	0	0	3
6.	BA8028	Social Psychology	3	0	0	3
7.	BA8029	Strategic Human Resource Management	3	0	0	3
8.	BA8030	Stress Management	3	0	0	3
<b>SYSTEMS - ELECTIVES</b>						
1.	BA8031	Advanced Database Management System	2	0	2	3
2.	BA8032	Cloud Computing	3	0	0	3
3.	BA8033	Datamining for Business Intelligence	2	0	2	3
4.	BA8034	Decision Support System and Intelligent Systems	3	0	0	3
5.	BA8035	E-Business Management	3	0	0	3
6.	BA8036	Knowledge Management Systems	3	0	0	3
7.	BA8037	Soft Computing	3	0	0	3
8.	BA8038	Software Project and Quality Management	3	0	0	3

<b>OPERATIONS – ELECTIVES</b>						
1.	BA8039	Lean Six Sigma	3	0	0	3
2.	BA8040	Logistics Management	3	0	0	3
3.	BA8041	Materials Management	3	0	0	3
4.	BA8042	Process Management	3	0	0	3
5.	BA8043	Product Design	3	0	0	3
6.	BA8044	Project Management	3	0	0	3
7.	BA8045	Research and Development Management	3	0	0	3
8.	BA8046	Robust Design	3	0	0	3
9.	BA8047	Services Operations Management	3	0	0	3
10.	BA8048	Supply Chain Management	3	0	0	3
<b>GENERAL – ELECTIVES</b>						
1	BA8049	Advanced Data Analysis	3	0	0	3
2	BA8050	Management of Intellectual Property Rights	3	0	0	3

Note: Three electives from two specializations from among the 5 areas of specialization are to be chosen by the students to be awarded specialization in two functional areas



**COURSE OBJECTIVES :**

- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

**COURSE OUTCOME**

- Possess a managerial outlook at accounts.

**UNIT I FINANCIAL ACCOUNTING****12**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting.

**UNIT II COMPANY ACCOUNTS****12**

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

**UNIT III ANALYSIS OF FINANCIAL STATEMENTS****12**

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

**UNIT IV COST ACCOUNTING****12**

Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Costing and the value chain- Target costing- Marginal costing including decision making- Budgetary Control & Variance Analysis - Standard cost system.

**UNIT V ACCOUNTING IN COMPUTERISED ENVIRONMENT****12**

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

**TOTAL: 45+15 = 60 PERIODS****TEXT BOOKS**

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.

**REFERENCES**

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15<sup>th</sup> edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8<sup>th</sup> edition, Cengage Learning, 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009



**COURSE OBJECTIVES:**

To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

**COURSE OUTCOMES:**

Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

**UNIT I INTRODUCTION 8**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

**UNIT II CONSUMER AND PRODUCER BEHAVIOUR 13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

**UNIT III PRODUCT AND FACTOR MARKET 13**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

**UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS 13**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

**UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY 13**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short- run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

**TOTAL: 60 PERIODS****TEXT BOOKS**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> edition, Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2011.
1. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.

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**COURSE OBJECTIVE:**

To create the knowledge of Legal perspective and its practices to improvise the business.

**COURSE OUTCOME:**

Legal insight will be established in the business practices according to the situation of changing environment.

**UNIT I COMMERCIAL LAW**

9

**THE INDIAN CONTRACT ACT 1872**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**THE SALE OF GOODS ACT 1930**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT II COMPANY LAW**

9

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

**UNIT III INDUSTRIAL LAW**

9

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.

**UNIT IV INCOME TAX ACT AND SALES TAX ACT**

9

Corporate Tax Planning, Overview of central Sales Tax Act 1956 – Definitions, Scope, Incidence of CST, Practical issues of CST, Value Added Tax – Concepts, Scope, Methods of VAT Calculation, Practical Implications of VAT.

**UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**

9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.

**REFERENCES**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
2. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

4. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
5. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
6. Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 2<sup>nd</sup> Edition-2011.

**BA8104**

**ORGANIZATIONAL BEHAVIOUR**

**L T P C  
3 0 0 3**

**COURSE OBJECTIVE:**

To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.

**COURSE OUTCOMES:**

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

**UNIT I FOCUS AND PURPOSE 5**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR 12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement-Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – Importance – Types – Effects on work behavior.

**UNIT III GROUP BEHAVIOUR 10**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

**UNIT IV LEADERSHIP AND POWER 8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR 10**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change.

Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life.

Organizational development – Characteristics – objectives – Organizational effectiveness

Developing Gender sensitive workplace

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11<sup>th</sup> edition, 2008.

*Attested*

*Sobhan*  
**DIRECTOR**

2. Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.

## REFERENCES

1. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2<sup>nd</sup> edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10<sup>th</sup> edition. 2011

**BA8105**

**PRINCIPLES OF MANAGEMENT**

**LT P C  
3 0 0 3**

### COURSE OBJECTIVE:

To familiarise the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

### COURSE OUTCOMES:

The students should be able to describe and discuss the elements of effective management, ii) discuss and apply the planning, organizing and control processes, iii) describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication, iv) communicate effectively through both oral and written presentation.

### UNIT I INTRODUCTION TO MANAGEMENT

**9**

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

### UNIT II PLANNING

**9**

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

### UNIT III ORGANISING

**9**

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal

### UNIT IV DIRECTING

**9**

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

## UNIT V CONTROLLING

9

Process of controlling- Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control- Quality control- Planning operations.

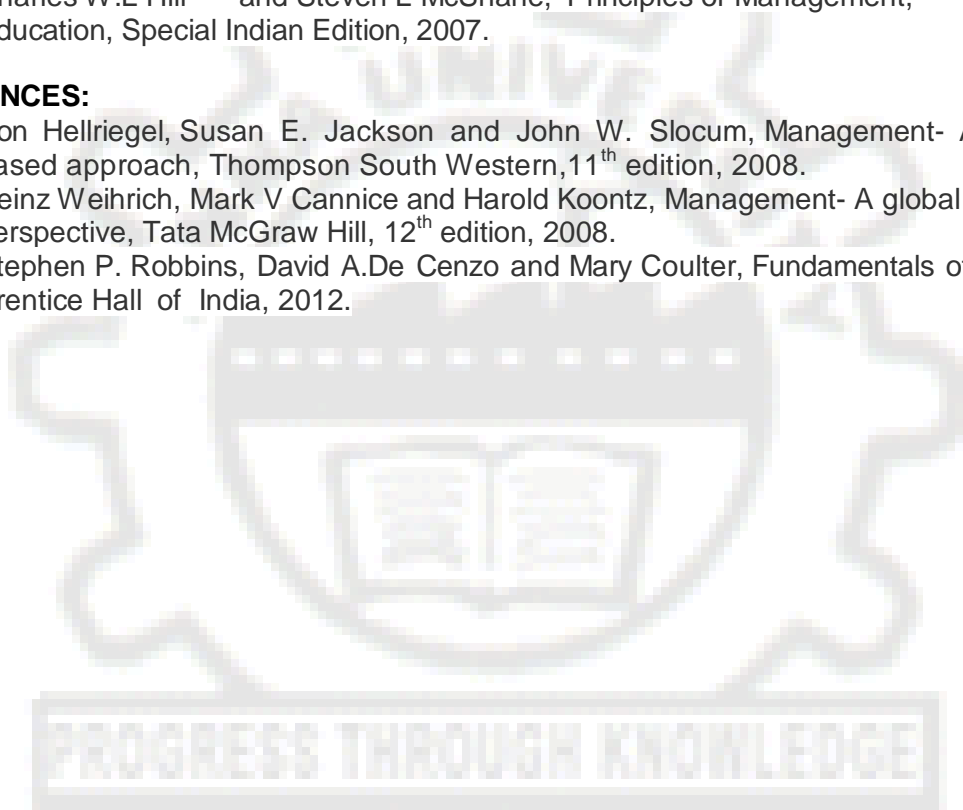
**TOTAL: 45 PERIODS**

### TEXT BOOKS:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12<sup>th</sup> edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9<sup>th</sup> edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, 'Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

### REFERENCES:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11<sup>th</sup> edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12<sup>th</sup> edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.



**COURSE OBJECTIVE:**

To learn the applications of statistics in business decision making.

**COURSE OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions

**UNIT I INTRODUCTION****12**

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

**UNIT II SAMPLING DISTRIBUTION AND ESTIMATION****12**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS****12**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

**UNIT IV NON-PARAMETRIC TESTS****12**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

**UNIT V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS****12**

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

**TOTAL: 60 PERIODS****TEXT BOOKS:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6<sup>th</sup> edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.

**REFERENCES:**

2. Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
3. Ken Black, Applied Business Statistics, 7<sup>th</sup> Edition, Wiley India Edition, 2012.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.
5. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

**COURSE OBJECTIVE:**

To learn the quality philosophies and tools in the managerial perspective.

**COURSE OUTCOME:**

To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

**UNIT I INTRODUCTION****9**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

**UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT****9**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**UNIT III STATISTICAL PROCESS CONTROL****9**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed.

Process capability – meaning, significance and measurement – Six sigma - concepts of process capability.

Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

**UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT****9**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

**UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION****9**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

**REFERENCES**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4<sup>th</sup> Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.

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3. Poomima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

**BA8108**

**WRITTEN COMMUNICATION**

**L T P C**  
**3 0 0 3**

**COURSE OBJECTIVES:**

- To familiarize learners with the mechanics of writing.
- To enable learners to write in English precisely and effectively.

**COURSE OUTCOMES:**

Learners should be able to

- i) get into the habit of writing regularly,
- ii) express themselves in different genres of writing from creative to critical to factual writing,
- iii) take part in print and online media communication,
- iv) read quite widely to acquire a style of writing, and
- v) identify their areas of strengths and weaknesses in writing.

**UNIT I PERSONAL COMMUNICATION 9**

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information.

**UNIT II SOCIAL COMMUNICATION 9**

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication.

**UNIT III WORK PLACE COMMUNICATION 9**

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

**UNIT IV RESEARCH WRITING 9**

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

**UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 9**

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic BusinessCommunication. 11<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.



2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.

**REFERENCE:**

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9<sup>th</sup> ed. Prentice-Hall of India, New Delhi

Management books

- Robin sharma - The greatness guide  
Steven Covey - 7 Habits of Effective people  
Arindham Chaudhuri - Count your chickens before they hatch  
Ramadurai - TCS Story

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review: Harvard Business review

Reports: Deloitte, Netsis

Magazines: Bloomberg Businessweek, Economist

**BA8201**

**APPLIED OPERATIONS RESEARCH**

**L T P C  
3 1 0 4**

**COURSE OBJECTIVE:**

To learn the concepts of operations research applied in business decision making.

**COURSE OUTCOME:**

To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

**UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12**

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

**UNIT II LINEAR PROGRAMMING EXTENSIONS 12**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

**UNIT III INTEGER PROGRAMMING AND GAME THEORY 12**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

**UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

**UNIT V QUEUING THEORY AND REPLACEMENT MODELS****12**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

**TOTAL: 60 PERIODS****TEXTBOOKS**

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education, .

**REFERENCES**

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
2. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
4. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

**BA8202****BUSINESS RESEARCH METHODS****LT P C****3 0 0 3****COURSE OBJECTIVES:**

To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

**COURSE OUTCOMES:**

Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

**UNIT I INTRODUCTION****9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

**UNIT II RESEARCH DESIGN AND MEASUREMENT****9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

**UNIT III DATA COLLECTION****9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of

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questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

**UNIT IV DATA PREPARATION AND ANALYSIS 9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

**UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 9**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8<sup>th</sup> Edition, Cengage Learning, New Delhi, 2012.

**BA8203**

**FINANCIAL MANAGEMENT**

**LT P C  
3 0 0 3**

**COURSE OBJECTIVES:**

Facilitate student to

- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

**COURSE OUTCOMES:**

Possess the techniques of managing finance in an organization

**UNIT I FOUNDATIONS OF FINANCE: 9**

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

**UNIT II INVESTMENT DECISIONS: 9**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

**UNIT III FINANCING AND DIVIDEND DECISION: 9**  
Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.  
Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

**UNIT IV WORKING CAPITAL MANAGEMENT: 9**  
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

**UNIT V LONG TERM SOURCES OF FINANCE: 9**  
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6<sup>th</sup> edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10<sup>th</sup> edition, 2012.

**REFERENCES**

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11<sup>th</sup> Edition, 2012.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 12<sup>th</sup> edition, Cengage Learning 2010.
4. Prasanna Chandra, Financial Management, 9<sup>th</sup> edition, Tata McGraw Hill, 2012.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011

PROGRESS THROUGH KNOWLEDGE

**COURSE OBJECTIVE:**

To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**COURSE OUTCOME:**

Students will gain knowledge and skills needed for success as a human resources professional

- UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5**  
Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.
- UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8**  
Importance of Human Resource Planning – Forecasting human resource requirement –matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.
- UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10**  
Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.
- UNIT IV SUSTAINING EMPLOYEE INTEREST 12**  
Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.
- UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10**  
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**TOTAL: 45 PERIODS**

**TEXTBOOK**

1. Dessler Human Resource Management, Pearson Education Limited, 2007
2. Decenzo and Robbins, Human Resource Management, Wiley, 8<sup>th</sup> Edition, 2007.

**REFERENCES**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8<sup>th</sup> edition 2012.
3. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
4. Ivancevich, Human Resource Management, McGraw Hill 2012.
5. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

**COURSE OBJECTIVE**

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

**COURSE OUTCOME**

- Gains knowledge on effective applications of information systems in business

**UNIT I INTRODUCTION****10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**UNIT II SYSTEM ANALYSIS AND DESIGN****10**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

**UNIT III DATABASE MANAGEMENT SYSTEMS****9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

**UNIT IV SECURITY, CONTROL AND REPORTING****8**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**UNIT V NEW IT INITIATIVES****8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

**REFERENCES**

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21<sup>st</sup> Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9<sup>th</sup> edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6<sup>th</sup> Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
6. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.



7. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10<sup>th</sup> Edition, 2012
8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4<sup>th</sup> Edition, 2013.

**BA8206**

**MARKETING MANAGEMENT**

**LT P C  
4 0 0 4**

**COURSE OBJECTIVES:**

- To understand the changing business environment
- To identify the indicators of management thoughts and practices
- to understand fundamental premise underlying market driven strategies

**COURSE OUTCOMES:**

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

**UNIT I INTRODUCTION**

**12**

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

**UNIT II MARKETING STRATEGY**

**12**

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

**UNIT III MARKETING MIX DECISIONS**

**12**

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

**UNIT IV BUYER BEHAVIOUR**

**12**

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

**UNIT V MARKETING RESEARCH & TRENDS IN MARKETING**

**12**

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

**TOTAL: 60 PERIODS**

**TEXT BOOKS**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14<sup>th</sup> Edition, 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First edition,2010



3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition, 2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012

## REFERENCES

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Duglas, J. Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
5. Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition.

**BA8207**

**OPERATIONS MANAGEMENT**

**LT P C  
3 0 0 3**

### COURSE OBJECTIVE:

To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

### COURSE OUTCOMES:

Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

### UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

### UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

### UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

### UNIT IV MATERIALS MANAGEMENT 9

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

**UNIT V SCHEDULING AND PROJECT MANAGEMENT****9**

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

**REFERENCES**

1. William J Stevenson, Operations Management, Tata McGraw Hill, 9<sup>th</sup> Edition, 2009.
2. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
3. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
4. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
7. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

**BA8211****DATA ANALYSIS AND BUSINESS MODELING LAB****LT P C  
0 0 4 2****COURSE OBJECTIVE**

- to have hands- on experience on decision modeling

**COURSE OUTCOME**

- Knowledge of spreadsheets and data analysis software for business modeling

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

S.No.	Exp. No.	Details of experiments	Duration
		Name	
1	1	Descriptive Statistics	4
2	2	Hypothesis - Parametric	4
3	3	Hypothesis – Non-parametric	4
4	4	Correlation & Regression	4
5	5	Forecasting	4
6	-	Extended experiment – 1	4
7	6	Portfolio Selection	4
8	7	Risk Analysis & Sensitivity Analysis	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4

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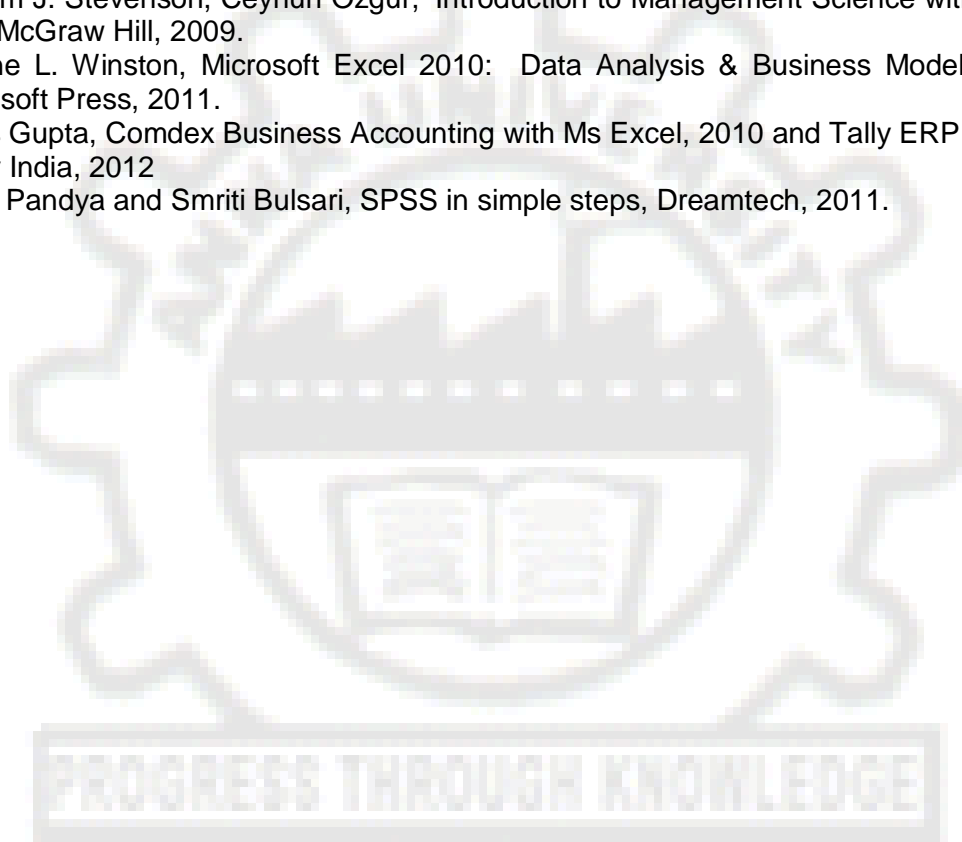
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4

- Spreadsheet Software and
- Data Analysis Tools

**TOTAL: 60 PERIODS**

### TEXTBOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel' (6<sup>th</sup> Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13<sup>th</sup> edition) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, 'Introduction to Management Science with Spreadsheet', Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3<sup>rd</sup> edition, Microsoft Press, 2011.
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
6. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.



**COURSE OBJECTIVES**

- To understand the business process of an enterprise
- To grasp the activities of erp project management cycle
- To understand the emerging trends in erp developments

**COURSE OUTCOMES**

- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

**UNIT I INTRODUCTION****8**

Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

**UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES****10**

Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

**UNIT III ERP IMPLEMENTATION****10**

Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

**UNIT IV POST IMPLEMENTATION****8**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

**UNIT V EMERGING TRENDS ON ERP****9**

Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

**TOTAL: 45 PERIODS****TEXTBOOK**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

**REFERENCES**

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
6. Summer, ERP, Pearson Education, 2008

**COURSE OBJECTIVE:**

To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

**COURSE OUTCOMES :**

This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

**UNIT I STRATEGY AND PROCESS****9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

**UNIT II COMPETITIVE ADVANTAGE****9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

**UNIT III STRATEGIES****10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION****9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**UNIT V OTHER STRATEGIC ISSUES****8**

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008

## REFERENCES

1. Adria H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12<sup>th</sup> Edition, 2012

BA8311

PROFESSIONAL SKILL DEVELOPMENT LAB

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### COURSE OBJECTIVE:

To enable learners to speak fluently and flawlessly in all kinds of communicative Contexts with speakers of all nationalities.

### COURSE OUTCOMES:

Learners should be able to

- I. speak confidently with any speakers of English, including native speakers,
- II. speak effortlessly in different contexts – informal and formal,
- III. 'think on feet' even in difficult circumstances,
- IV. hold interesting and meaningful conversations with others, including strangers, and
- V. listen to others with utmost attention.

### UNIT I PERSONAL COMMUNICATION 10

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

### UNIT II SOCIAL COMMUNICATION 10

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

### UNIT III GROUP/MASS COMMUNICATION 10

Group discussion (brainstorming ), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

### UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS 10

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint

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presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

**UNIT V EMPLOYABILITY AND CORPORATE SKILLS 20**

Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

**TOTAL: 60 PERIODS**

Note: Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

**REFERENCES:**

1. Richard Denny, "Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. "Value Education", VISION for Wisdom, Vethathiri Publications, Erode, 2009
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

**BA8401 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE LT P C 3 0 0 3**

**COURSE OBJECTIVE:**

To have grounding on theory through the understanding of real life situations and cases.

**COURSE OUTCOME:**

To understand ethical issues in workplace and be able to find solution for 'most good'.

**UNIT I INTRODUCTION 9**

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

**UNIT ETHICS THEORY AND BEYOND 9**

Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of



ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

### **UNIT III LEGAL ASPECTS OF ETHICS**

**9**

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

### **UNIT IV ENVIRONMENTAL ETHICS**

**9**

Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

### **UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE**

**9**

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

**TOTAL:45 PERIODS**

### **TEXTBOOKS**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

### **REFERENCES**

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

**COURSE OBJECTIVE:**

To familiarise the students to the basic concepts of international business management

**COURSE OUTCOMES:**

Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

**UNIT I INTRODUCTION****6**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

**UNIT II INTERNATIONAL TRADE AND INVESTMENT****11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

**UNIT III INTERNATIONAL STRATEGIC MANAGEMENT****11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

**UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS****11**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT****6**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, 5<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business,

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- 7<sup>th</sup> Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
  6. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011.

**BA8411**

**CREATIVITY AND INNOVATION LAB**

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**COURSE OBJECTIVES:**

- (i) To understand the nuances involved in Creativity & Innovation.
- (ii) To get hands on experience in applying creativity in problem solving.

**COURSE OUTCOMES:**

Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

- |  |  |           |
|--|--|-----------|
| <b>UNIT I</b>  | <b>INTRODUCTION</b>                            | <b>12</b> |
| Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.   |  |           |
| <b>UNIT II</b>   | <b>MECHANISM OF THINKING AND VISUALIZATION</b> | <b>12</b> |
| Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking |  |           |
| <b>UNIT III</b>  | <b>CREATIVITY</b>                              | <b>12</b> |
| Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.  |  |           |
| <b>UNIT IV</b>   | <b>CREATIVITY IN PROBLEM SOLVING</b>           | <b>12</b> |
| Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.  |  |           |
| <b>UNIT V</b>  | <b>INNOVATION</b>                              | <b>12</b> |
| Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE-  |  |           |

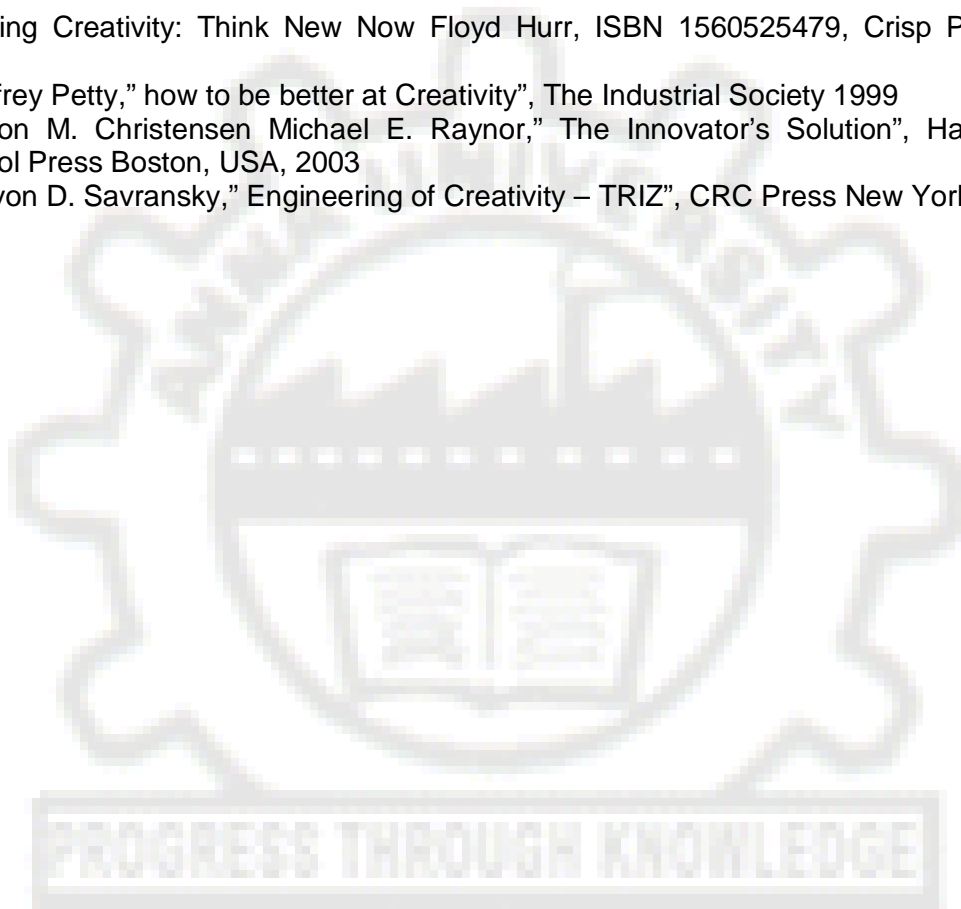
commodification – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton

**TOTAL: 60 PERIODS**

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

## REFERENCES

1. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999
2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999
3. Clayton M. Christensen Michael E. Raynor, " The Innovator's Solution", Harvard Business School Press Boston, USA, 2003
4. Semyon D. Savransky, " Engineering of Creativity – TRIZ", CRC Press New York USA," 2000



**COURSE OBJECTIVE:**

To understand the methods of managing brands and strategies for brand management.

**COURSE OUTCOME:**

To successfully establish and sustain brands and lead to extensions

**UNIT I INTRODUCTION****8**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II BRAND STRATEGIES****10**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III BRAND COMMUNICATIONS****8**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV BRAND EXTENSION****9**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT V BRAND PERFORMANCE****10**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

**REFERENCES**

1. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
2. Paul Tmepoal, Branding in Asia, John Willy, 2000.
3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
5. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

**COURSE OBJECTIVE:**

To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

**COURSE OUTCOME:**

The student will understand the influences on customer choice and the process of human decision making in a marketing context.

**UNIT I INTRODUCTION****9**

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

**UNIT II CONSUMER BEHAVIOR 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.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7<sup>th</sup> Edition 2005.

**REFERENCES**

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2<sup>nd</sup> Edition.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.



**COURSE OBJECTIVE:**

To understand the need and importance of maintaining a good customer relationship.

**COURSE OUTCOME :**

To use strategic customer acquisition and retention techniques in CRM.

**UNIT I INTRODUCTION****9**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

**UNIT II UNDERSTANDING CUSTOMERS****9**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

**UNIT III CRM STRUCTURES****9**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT IV CRM PLANNING AND IMPLEMENTATION****9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

**UNIT V TRENDS IN CRM****9**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

**TOTAL:45 PERIODS****TEXTBOOKS**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008

**REFERENCES**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6<sup>th</sup> Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.
6. Zikmund. Customer Relationship Management, Wiley 2012 .
7. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, ledition.
8. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management.



**COURSE OBJECTIVE:**

The objective of this course is to study the scope of direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments, learn the basics of direct marketing and the importance of the offer, list and creative in response rates

**COURSE OUTCOMES:**

This course will create an insight to develop a comprehensive direct marketing strategy and improve prospecting skills learn the measurement techniques used in evaluating direct marketing efforts to know the ethical and legislation impacting direct marketing.

**UNIT I DIRECT MARKETING & INTERACTIVE MARKETING****9**

Direct marketing- Concept, growth and benefits, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing –From distance selling to interactive marketing. Direct marketing in real-time –interactive marketing, Direct marketing vs. marketing thru Channels

**UNIT II METHODS OF DIRECT MARKETING****9**

Traditional Methods of Direct Marketing- Telemarketing - Multi Level Marketing (MLM) - Personal Selling - Automatic Vending Machines -Exhibition - Trade fares - Catalogue Marketing - Direct Mail – Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing

**UNIT III TECHNOLOGY IN DIRECT MARKETING****9**

Technology that enables Direct & Interactive Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, Different types, its value and management. Data-driven marketing planning – Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists- Data fusion – marketing research and the customer database -Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.

**UNIT IV DIRECT MARKETING COMMUNICATION****9**

Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age – Building brands through response and optimizing integrated communications –Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.

**UNIT V CHANNELS AND ADVANCEMENTS IN DIRECT MARKETING****9**

Technology mediated marketing channels - Interactive TV, mobile and SMS – the advance in digital marketing - Automatic vending machines- kiosk marketing- Direct mailing- Direct response methods- Home shopping/ teleshopping network- Creating Direct Mail Advertising - Online web advertising and email/permission Marketing- Data Protection and Privacy-self-regulation and codes of practice.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Successful Direct Marketing Methods-Bob Stone and Ron Jacobs.
2. Hillstrom's Database Marketing by Kevin Hillstrom

3. The Engaged Customer-The New Rules of Internet Direct Marketing by Hans Peter Brondmo

### REFERENCE BOOKS

1. Direct marketing management, Second Edition, Prentice Hall Publications- Mary Lou Roberts, Paul D. Berger
2. The Complete Guide to Direct Marketing- Creating BreakThrough Programs that Really Work, Kaplan Publishing - Chet Meisner

**BA8005**

**EVENT MARKETING**

**L T P C**  
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### COURSE OBJECTIVE:

To Understand the structure of event industry, economy, culture and trends of Market.

### COURSE OUTCOME:

Applying the Concepts and practices of Marketing research on event related issues.

### UNIT I INTRODUCTION 9

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis .

### UNIT II DESIGNING EVENT MARKETING 9

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

### UNIT III PRICING STRATEGIES 9

Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

### UNIT IV EVENT PROMOTION 9

Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

### UNIT V EVENT DELIVERY 9

Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.

**TOTAL: 45 PERIODS**

### TEXTBOOKS

1. Leonard H.Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002.
2. Lieberman, Paticia Esgate, Pat Esgate, The Entertainment Marketing Revolution : Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

## REFERENCES

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.
3. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India, 2007.
5. Gaur S S / Saggene S V. Event Marketing and Management, I edition.
6. Hoyle, Event Marketing-Wiley India.

BA8006

INTEGRATED MARKETING COMMUNICATION

L T P C  
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### COURSE OBJECTIVE:

This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

### COURSE OUTCOMES:

Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

### UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

### UNIT II ADVERTISEMENT MEDIA 9

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -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 ads – Measuring impact of advertisements – case studies.

### UNIT III SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

### UNIT IV PUBLIC RELATIONS 9

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private

Attested

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Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.

## **UNIT V PUBLICITY**

**9**

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

**TOTAL: 45 PERIODS**

### **TEXTBOOKS**

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7<sup>th</sup> Edition, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.

### **REFERENCES**

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
3. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
4. Jaishri Jefhwaney, Advertising Management, Oxford, 2008.

**BA8007**

**INTERNATIONAL MARKETING**

**L T P C**  
**3 0 0 3**

### **COURSE OBJECTIVES:**

To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

### **COURSE OUTCOMES:**

This course will bring the learning the opportunities and problems that face a marketer when operating abroad. International Marketing may need to be rethought when applied outside the home environment. This course will introduces the notion of national culture as an important factor in deciding why different products may be more or less successful in different countries, and why a marketing campaign that succeeds in one country may fail elsewhere.

## **UNIT I INTRODUCTION**

**9**

International markets – Definition – Basic modes of entry – Nature of International Marketing- Benefits of International Marketing-- International Marketing Task – World Trade – India's Foreign Trade – Characteristics of MNCs - Global and Domestic marketing - International Product Life cycle – EPRG Framework - Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

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*Sobhan*  
**DIRECTOR**

## **UNIT II INTERNATIONAL MARKETING ENVIRONMENT**

9

Business culture around the world- language, customs, attitudes - marketing strategy adjustments - product adaptations. Geographic Description of Market – Political risk – Political Environment - Import quotas – tariffs - customs restrictions - required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT - Current economic conditions of the country or countries involved - credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

## **UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS**

9

India's Export – Import policy – Exim Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures - Demand Estimation – GDP – Producer consumer target – Market segmentation.

## **UNIT IV INTERNATIONAL MARKETING PLANNING**

9

International Market Selection – Factors influencing – Process – Strategies and approaches – Competition-International Marketing research – Global scene- International marketing research procedure – Techniques – survey – interview techniques – Analysis of field data – Research report-International Marketing Planning and Control – Framework – marketing control – Control sequence-

## **UNIT V INTERNATIONAL MARKETING MIX**

9

Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing-Current trends in international Marketing.

**TOTAL: 45 PERIODS**

## **TEXTBOOKS**

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003. (ISBN 0-13-066998-9)
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata Mcgraw Hill,13 th edition, (2008)

## **REFERENCES**

1. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
2. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
3. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman, Anchor Books, May 2000. ISBN: 0-385-40034.



**COURSE OBJECTIVE:**

To Utilise Financial perspectives in Marketing Metrics.

**COURSE OUTCOME:**

Application of Brand Metrics, life time value.

**UNIT I INTRODUCTION****9**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

**UNIT II CUSTOMER AND BRAND METRICS****9**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

**UNIT III COMMUNICATION AND PRICING METRICS****9**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

**UNIT IV CHANNEL METRICS****9**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

**UNIT V ADDITIONAL METRICS****9**

Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

**TOTAL: 45 PERIODS****REFERENCES**

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,
4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3<sup>rd</sup> edition, 2008.
7. Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.



**COURSE OBJECTIVE:**

To understand the concepts of effective retailing

**COURSE OUTCOME:**

To manage the retail chains and understand the retail customer's behavior

- UNIT I INTRODUCTION 9**  
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.
- 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.
- 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. Mercandising and category management – buying.
- UNIT IV RETAIL SHOP MANAGEMENT 9**  
Visual 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 .
- UNIT V RETAIL SHOPPER BEHAVIOUR 9**  
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

**REFERENCES**

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4<sup>th</sup> Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> Edition, 2008
5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.

**COURSE OBJECTIVES:**

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

**COURSE OUTCOMES:**

Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing

**UNIT I OVERVIEW OF RURAL MARKETING 9**

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context-Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

**UNIT II RURAL MARKETS & DECISION 9**

Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.

**UNIT III PRODUCT & DISTRIBUTION 9**

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing-Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

**UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9**

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

**UNIT V TRENDS IN RURAL MARKETING 9**

e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

## REFERENCES

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C.Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

BA8011

SERVICES MARKETING

LT P C  
3 0 0 3

### COURSE OBJECTIVE:

To understand the meaning of services and the significance of marketing the services.

### COURSE OUTCOME:

Will be able to apply the concepts of services marketing in promoting services.

#### UNIT I INTRODUCTION

9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

#### UNIT II SERVICE MARKETING OPPORTUNITIES

9

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

#### UNIT III SERVICE DESIGN AND DEVELOPMENT

9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

#### UNIT IV SERVICE DELIVERY AND PROMOTION

9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

#### UNIT V SERVICE STRATEGIES

9

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services

**TOTAL: 45 PERIODS**

### TEXTBOOKS

1. Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7<sup>th</sup> edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1<sup>st</sup> Edition, 2008.

### REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2<sup>nd</sup> Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.

3. Valarie Zeithaml et al, Services Marketing, 5<sup>th</sup> International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.

**BA8012**

**SOCIAL MARKETING**

**L T P C**  
**3 0 0 3**

**COURSE OBJECTIVE:**

To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

**EXPECTED OUTCOME:**

Applying Ethical Principles in Social Marketing through advanced marketing medias

**UNIT I INTRODUCTION**

**9**

Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

**UNIT II SOCIAL MARKETING PROCESS AND PLANNING**

**9**

Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.

Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

**UNIT III SOCIAL MARKETING MIX**

**9**

Social marketing mix - policy - product - place - price - promotion - people - partnership.

Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods.

Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green's PRECEDE-PROCEED model.

**UNIT IV ETHICAL ISSUES AND CHALLENGES**

**9**

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

**UNIT V TRENDS IN SOCIAL MARKETING**

**9**

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing - Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

**TOTAL: 45 PERIODS**

### **TEXTBOOKS**

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).

### **REFERENCES**

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007
3. Social marketing in the 21<sup>st</sup> Century- Alan R. Andreasen- sage Publication, 2012

**BA 8013**

**BANKING FINANCIAL SERVICES MANAGEMENT**

**LT P C  
3 0 0 3**

### **COURSE OBJECTIVES:**

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

### **COURSE OUTCOMES:**

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

### **UNIT I OVERVIEW OF INDIAN BANKING SYSTEM**

**9**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

### **UNIT II SOURCES AND APPLICATION OF BANK FUNDS**

**9**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

### **UNIT II CREDIT MONITORING AND RISK MANAGEMENT**

**9**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market,



operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT IV      MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION      9**  
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT V      HIGH TECH E-BANKING\      9**  
Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

**REFERENCE :**

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.

**BA8014**

**CORPORATE FINANCE**

**LT P C  
3 0 0 3**

**OBJECTIVE :**

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

**OUTCOME**

- Good ethical corporate manager

**UNIT I      INDUSTRIAL FINANCE      9**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

**UNIT II      SHORT TERM-WORKING CAPITAL FINANCE      6**

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

**UNIT III      ADVANCED FINANCIAL MANAGEMENT      12**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.



**UNIT IV FINANCING DECISION 10**  
Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

**UNIT V CORPORATE GOVERNANCE 8**  
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9<sup>th</sup> Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12<sup>th</sup> Edition, 2012.

**REFERENCES**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6<sup>th</sup> Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
5. Website of SEBI

**BA8015**

**DERIVATIVES MANAGEMENT**

**LT P C  
3 0 0 3**

**Objectives:**

To enable students

- Understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives

**OUTCOME**

Possess good skills in hedging risks using derivatives

**UNIT I INTRODUCTION 10**

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.

**UNIT II FUTURES CONTRACT 10**

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 Spot Prices.

**UNIT III OPTIONS 10**

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.

*Attested*

*Sobhan*  
**DIRECTOR**

**UNIT IV SWAPS 7**  
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 8**  
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 PERIODS**

**TEXTBOOKS**

1. John.C.Hull, 'Options, Futures and other Derivative Securities', PHI Learning, 9<sup>th</sup> Edition, 2012
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– PHI Learning, 2011.

**REFERENCES**

1. Stulz, Risk Management and Derivaties, Cengage Learning, 2nd Edition, 2011.
2. Varma, Derivaties and Risk Management, 2nd<sup>i</sup> Edition, 2011.
3. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivaties- Theory, Concepts and Practice, Prentice Hall Of India, 2011.
5. Website of NSE, BSE.

**BA8016**

**INTERNATIONAL TRADE FINANCE**

**LT P C  
3 0 0 3**

**OBJECTIVES :**

To enable student

- Understand export import finance and forex management
- Understand the documentation involved in international trade

**OUTCOME**

- Possess good knowledge on international trade and the documentation involved in it.

**UNIT I INTERNATIONAL TRADE 9**

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

**UNIT II EXPORT AND IMPORT FINANCE 9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

*Attested*

*Sobhan*  
**DIRECTOR**

**UNIT III FOREX MANAGEMENT****9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

**UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE****9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT V EXPORT PROMOTION SCHEMES****9**

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts | Export Promotion – EPZ – EQU – SEZ and Export House.

**TOTAL: 45 PERIODS****TEXTBOOKS**

2. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 9<sup>th</sup> Edition, 2011.

**REFERENCES**

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5<sup>th</sup> Edition, 2010.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2011.
4. Website of Indian Government on EXIM policy

**BA8017****MERCHANT BANKING AND FINANCIAL SERVICES****L T P C  
3 0 0 3****OBJECTIVES :**

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

**OUTCOME**

- Good knowledge on merchant banking activities

**UNIT I MERCHANT BANKING****5**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

**UNIT II ISSUE MANAGEMENT****12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising

*Attested**Sobhan*  
**DIRECTOR**

Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FII, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES 10**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES 10**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES 8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**REFERENCES:**

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI

**BA8018 MERGERS AND ACQUISITIONS**

**LTPC  
3003**

**COURSE OBJECTIVES :**

To enable student to understand

- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available take over defenses

**COURSE OUTCOMES :**

Student will be equipped with the nuances involved in mergers and acquisition process and the techniques required to handle post merger

**UNIT I INTRODUCTION 9**

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

**UNIT II REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION 9**  
Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

**UNIT III MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK 11**  
Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

**UNIT IV POST-MERGER INTEGRATION 8**  
Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post merger cultural process.

**UNIT V CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES 8**  
Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

**REFERENCES**

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.

PROGRESS THROUGH KNOWLEDGE

**OBJECTIVES :**

Enable students to

- Comprehend the importance of Micro finance
- Understand the techniques involved in their evaluation

**OUTCOME**

- Possess good knowledge in micro finance management

**UNIT I INTRODUCTION TO MICROFINANCE 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 MICROFINANCE 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 MICROFINANCE 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 & Programs- 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 MICROFINANCE 9**

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

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.

**REFERENCES**

1. [www. microfinancesummit.org](http://www.microfinancesummit.org).



**OBJECTIVES**

Enable students to

- Understand risk management
- Understand the basics of insurance

**OUTCOME**

Will know the techniques involved in managing different types of risks

<b>UNIT I</b>	<b>INTRODUCTION TO RISK MANAGEMENT</b>	<b>9</b>
Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk		
<b>UNIT II</b>	<b>RISK AVERSION &amp; MANAGEMENT TECHNIQUES</b>	<b>9</b>
Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk		
<b>UNIT III</b>	<b>RISK MANAGEMENT TOOLS</b>	<b>9</b>
Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.		
<b>UNIT IV</b>	<b>INTRODUCTION TO INSURANCE</b>	<b>9</b>
General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.		
<b>UNIT V</b>	<b>INSURANCE AS A RISK MANAGEMENT TECHNIQUE</b>	<b>9</b>
Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.		

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.

**REFERENCES**

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10<sup>th</sup> Edition, Prentice hall of India, 2011.
2. Stulz, Risk management and Derivaties, Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.
4. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India, 2010.
5. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 8<sup>th</sup> Edition, 2009.

**OBJECTIVES :**

Enables student to

- Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

**OUTCOME**

- Become a good investment analyst

**UNIT I INVESTMENT SETTING****8**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**UNIT II SECURITIES MARKETS****10**

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and 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 – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

**UNIT IV TECHNICAL ANALYSIS****9**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

**UNIT V PORTFOLIO MANAGEMENT****9**

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8<sup>th</sup> edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

**REFERENCES**

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8<sup>th</sup> edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

**OBJECTIVES:**

Enable students to

- Acquire techniques of evaluating strategic investment decisions
- Understand the causes of prediction modes and financial distress

**OUTCOME**

Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

<b>UNIT I</b>	<b>INVESTMENT DECISIONS</b>	<b>12</b>
Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments.		
<b>UNIT II</b>	<b>CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES</b>	<b>9</b>
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.		
<b>UNIT III</b>	<b>STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS</b>	<b>9</b>
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.		
<b>UNIT IV</b>	<b>FINANCING DECISIONS</b>	<b>6</b>
Capital Structure – Capital structure theories – Capital structure Planning in Practice.		
<b>UNIT V</b>	<b>FINANCIAL DISTRESS</b>	<b>9</b>
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.		

**TOTAL: 45 PERIODS**

**TEXTBOOKS**

1. Prasanna Chandra, Financial Management, 9<sup>th</sup> Edition, Tata McGraw Hill, 2012.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011

**REFERENCES**

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi 2010.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2008.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2010.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGrawHill Publishing Co, 2011.
5. Website of IDBI related to project finance

**COURSE OBJECTIVE:**

To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

**COURSE OUTCOME:**

Students will gain knowledge and skills needed to run a business.

**UNIT I ENTREPRENEURIAL COMPETENCE 6**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur.

**UNIT II ENTREPRENEURIAL ENVIRONMENT 12**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

**UNIT III BUSINESS PLAN PREPARATION 12**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

**UNIT IV LAUNCHING OF SMALL BUSINESS 10**

Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

**UNIT V MANAGEMENT OF SMALL BUSINESS 5**

Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2001.
2. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2001.

**REFERENCES**

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2<sup>nd</sup> Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai -1997.
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

**COURSE OBJECTIVE:**

To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

**COURSE OUTCOME:**

Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

**UNIT I INDUSTRIAL RELATIONS****7**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**UNIT II INDUSTRIAL CONFLICTS****12**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE****8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY****9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR****9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour – Social Assistance – Social Security – Implications.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. Matoria C.B. and Sathish Matoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012

**REFERENCES**

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

**COURSE OBJECTIVE:**

To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarise the students to the practical problems inherent in the implementation of labour statutes.

**COURSE OUTCOME:**

To appreciate the application of labour laws.

Legal Provision relating to

- a) Wages
- b) Working Conditions and Labour Welfare
- c) Industrial Relations
- d) Social Security

Contained in the following acts are to be studied.

	Periods
1. The Factories Act, 1948	3
2. The Trade Unions Act, 1926	4
3. The Payment of Wages Act, 1936	3
4. The Minimum Wages Act, 1948	2
5. The Industrial Disputes Act, 1947	5
6. The Workmen's Compensation Act, 1923	2
7. The Payment of Gratuity Act, 1972	3
8. The Payment of Bonus Act, 1965	3
9. The Employee's Provident Fund & Misc. Act, 1952	3
10. The Employees State Insurance Act, 1948	4
11. The Industrial Employment (Standing Orders) Act, 1946	3
12. The Apprentices Act, 1961	2
13. The Equal Remuneration Act, 1976	2
14. The Maternity Benefit Act, 1961	2
15. Contract Labour Regulations and Abolition Act, 1970	2
16. The Child Labour Prevention and Regulation Act, 1986	2

**TOTAL: 45 PERIODS**

**TEXT BOOKS:**

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

**REFERENCES**

1. Tax Mann, Labour Laws, 2008.
2. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
5. Respective Bare Acts.



**COURSE OBJECTIVE:**

To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

**COURSE OUTCOME:**

Students will gain knowledge about appropriate style of managerial behaviour.

**UNIT I            DEFINING THE MANAGERIAL JOB****8**

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behaviour.

**UNIT II            DESIGNING THE MANAGERIAL JOB****12**

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT III           THE CONCEPT OF MANAGERIAL EFFECTIVENESS****7**

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV           ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS****8**

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**UNIT V            DEVELOPING THE WINNING EDGE****10**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

**TOTAL: 45 PERIODS****REFERENCES**

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3<sup>rd</sup> edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar, Personality Development and Career Management, S.Chand 1<sup>st</sup>edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

**COURSE OBJECTIVE:**

To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

**COURSE OUTCOME:**

Students will be able to analyze organizations more accurately and deeply by applying organization theory.

**UNIT I ORGANISATION & ITS ENVIRONMENT 8**

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

**UNIT II ORGANIZATIONAL DESIGN 15**

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

**UNIT III ORGANISATIONAL CULTURE 6**

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

**UNIT IV ORGANISATIONAL CHANGE 6**

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

**UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6<sup>th</sup> Edition 2011.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10<sup>th</sup> Edition 2012.

**REFERENCES**

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9<sup>th</sup> edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.

**COURSE OBJECTIVE:**

To study social interaction and social influence. To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

**COURSE OUTCOME:**

Students will gain knowledge on dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

<b>UNIT I</b>	<b>INTRODUCTION TO SOCIAL PSYCHOLOGY</b>	<b>6</b>
Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business.		
<b>UNIT II</b>	<b>PERCEIVING AND UNDERSTANDING OTHERS</b>	<b>9</b>
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.		
<b>UNIT III</b>	<b>COGNITION IN THE SOCIAL WORLD</b>	<b>10</b>
Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison.		
<b>UNIT IV</b>	<b>INTERPERSONAL RELATIONS</b>	<b>10</b>
Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction.		
<b>UNIT V</b>	<b>APPLIED SOCIAL PSYCHOLOGY</b>	<b>10</b>
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues.		
		<b>TOTAL: 45 PERIODS</b>

**TEXT BOOK**

1. Baron, Byrne and Brascombe, Social Psychology, 11<sup>th</sup> Edition, Pearson, 2006.
2. David G. Myers, Social Psychology, Tata McGraw Hill, 8<sup>th</sup> Edition, 2005.

**REFERENCES**

1. Baron and Byrne, Social Psychology, 8<sup>th</sup> Edition, PHI, 2006.
2. Howitt. Social Psychology. Tata McGraw Hill
3. Rohall et al. Social Psychology. PHI Learning. 2<sup>nd</sup> edition
4. Attitudes, Personality and Behaviour. Ajzer. Tata McGraw Hill
5. Hollway. Social Psychology Matters. Tata McGraw Hill

**COURSE OBJECTIVE:**

To help students understand the transformation in the role of HR functions from being a support function to strategic function.

**COURSE OUTCOME:**

Students will have a better understanding of the tools and techniques used by organizations to meet current challenges.

**UNIT I HUMAN RESOURCE DEVELOPMENT 10**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

**UNIT II E-HRM 6**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**UNIT III CROSS CULTURAL HRM 7**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT 10**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**UNIT V EMPLOYEE COACHING & COUNSELING 12**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011

**REFERENCES**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Monir Tayeb. International Human Resource Management. Oxford. 2007

4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2<sup>nd</sup> edition
5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

**BA8030**

**STRESS MANAGEMENT**

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**COURSE OBJECTIVE:**

To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

**COURSE OUTCOMES:**

Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

**UNIT I UNDERSTANDING STRESS 6**

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING 12**

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 10**

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 5**

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 12**

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 PERIODS**

**REFERENCES**

1. Cooper, Managing Stress, Sage, 2011
2. Waltshafer, Stress Management, Cengage Learning, 4<sup>th</sup> Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012



**COURSE OBJECTIVE**

- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management

**COURSE OUTCOMES**

- Awareness of database models
- Knowledge of database technologies

**UNIT I INTRODUCTION****6+6**

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

**UNIT II DATABASE IMPLEMENTATION****6+6**

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

**UNIT III DISTRIBUTED DATABASES****6+6**

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

**UNIT IV OBJECT ORIENTED DATABASES****6+6**

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

**UNIT V EMERGING TRENDS****6+6**

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

**TOTAL: 60 PERIODS****TEXTBOOKS**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7<sup>th</sup> edition, Cengage Learning,
2. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems, 4<sup>th</sup>, Pearson Education, 2004.

**REFERENCES**

1. Jeffrey A Hoffer et al, Modern Database Management, 10<sup>th</sup> Edition, Pearson Education, 2012,
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5<sup>th</sup> Edition, McGraw-Hill, 2010.
3. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3<sup>rd</sup> edition, Pearson Education, 2003.
4. Jeffrey D. Ullman and Jenifer Widom, A First Course in Database Systems, Pearson Education Asia, 1<sup>st</sup> impression 2007.
5. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
6. Rajesh Narang, Object Oriented Interfaces and Databases, Prentice Hall of India, 2002.
7. Mark L.Gillenson & el, Introduction to database management, Wiley India Pvt. Ltd, 2008
8. Charkrabarti, Advanced Database Management Systems, Wiley India Pvt Ltd, 2011

Attested

Sobhan  
DIRECTOR



**COURSE OBJECTIVE**

- To understand basics of cloud computing for business management

**COURSE OUTCOME**

- Knowledge of various applications on cloud for efficient business management

**UNIT I INTRODUCTION****9**

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

**UNIT II IMPLEMENTATION AND CONTROL****9**

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

**UNIT III CLOUD COMPUTING FOR MANAGERS****9**

Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.

**UNIT IV APPLICATIONS OF CLOUD SERVICES****9**

Applications – Online Planning and Task Management –Event Management – CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.

**UNIT V VIRTUAL OFFICE MANAGEMENT****9**

Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

**TOTAL: 45 PERIODS****TEXTBOOK**

1. John W. Rittinghouse and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2<sup>nd</sup> Edition, 2012

**REFERENCES**

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
3. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007
4. Bunker and Darren Thomson, “Delivering Utility Computing”, 2006, John Wiley & Sons Ltd.
5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.

**COURSE OBJECTIVE**

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

**COURSE OUTCOMES**

- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

**UNIT I INTRODUCTION****6+6**

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

**UNIT II DATA WAREHOUSING****6+6**

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

**UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES****6+6**

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

**UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES****6+6**

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

**UNIT V BI AND DATA MINING APPLICATIONS****6+6**

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

**TOTAL: 60 PERIODS****TEXTBOOKS**

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

**REFERENCES**

1. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt. Ltd. 2005.
2. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
3. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2<sup>nd</sup> Edition, 2011
4. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
6. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
7. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
8. Michalewicz Z., Schmidt M. Michalewicz M and Chiriack C, Adaptive Business Intelligence, Springer – Verlag, 2007

9. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

**BA8034 DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS**

**LT P C  
3 0 0 3**

**COURSE OBJECTIVE**

- To understand the components of DSS and IS
- To know the appropriate model to be used for a problem

**COURSE OUTCOME**

- Knowledge of designing DSS/IS for specific problems

**UNIT I INTRODUCTION**

**9**

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

**UNIT II DATA AND MODEL MANAGEMENT SYSTEMS**

**9**

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

**UNIT III GSS, ENTERPRISE DSS, KMS**

**9**

Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

**UNIT IV KNOWLEDGE BASED DSS**

**9**

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

**UNIT V ADVANCED INTELLIGENT SYSTEMS**

**9**

Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

**TOTAL: 45 PERIODS**

**TEXT BOOK**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9<sup>th</sup> Edition 2010

**REFERENCES**

1. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6<sup>th</sup> Printing 2006
2. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
3. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

**COURSE OBJECTIVE**

- To understand the practices and technology to start an online business

**COURSE OUTCOME**

- To know how to build and manage an e-business

<b>UNIT I</b>	<b>INTRODUCTION TO e-BUSINESS</b>	<b>8</b>
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce		
<b>UNIT II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>	<b>10</b>
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.		
<b>UNIT III</b>	<b>BUSINESS APPLICATIONS</b>	<b>10</b>
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing		
<b>UNIT IV</b>	<b>e-BUSINESS PAYMENTS AND SECURITY</b>	<b>9</b>
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.		
<b>UNIT V</b>	<b>LEGAL AND PRIVACY ISSUES</b>	<b>8</b>
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.		

**TOTAL: 45 PERIODS****TEXTBOOKS**

- Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
- Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2010.

**REFERENCES**

- Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
- Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
- Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> Edition. Tata McGrawHill Publications, 2009
- Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7<sup>th</sup> reprint, 2009.
- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
- Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

**COURSE OBJECTIVE**

- . to know how to design and maintain knowledge management system

**COURSE OUTCOME**

- .Knowledge of components in KMS and how to use in business environment for effective decision making

**UNIT I INTRODUCTION****9**

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

**UNIT II KNOWLEDGE MANAGEMENT MODELS****9**

Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

**UNIT III KM TOOLS STRATEGY AND METRICS****9**

Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

**UNIT IV KM IN ORGANISATION****9**

Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

**UNIT V KNOWLEDGE LEADERSHIP****9**

Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

**TOTAL: 45 PERIODS****TEXTBOOK**

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann 2011

**REFERENCES**

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008
3. Shelda Debowski, Knowledge Management, Wiley India, 2007.

**COURSE OBJECTIVE**

- To gain knowledge about soft computing for business decisions

**COURSE OUTCOME**

- Knowledge of soft computing techniques and its application in business

**UNIT I INTRODUCTION****9**

History and Applications of Artificial Intelligence – Algorithmic versus Heuristic reasoning, Representation and Intelligence. Knowledge Representation: Rule based, Model based, Case based and hybrid systems. Logic based Abductive Inference, Stochastic approach to uncertainty.

**UNIT II GENETIC ALGORITHMS****9**

Introduction to Genetic Algorithms (GA) : Reproduction, Cross over, Mutation - Applications and software — Intelligent Agents – Multiple Agents and Data Mining – Distributed Artificial Intelligence.

**UNIT III NEURAL NETWORKS****9**

Machine Learning Using Neural Network, Adaptive Networks – Feed forward Networks – Supervised Learning Neural Networks – Radial Basis Function Networks - Reinforcement Learning – Unsupervised Learning Neural Networks – Adaptive Resonance architectures.

**UNIT IV FUZZY LOGIC****9**

Crisp set versus Fuzzy Sets – Operations on Fuzzy Sets –Fuzzy Arithmetic - Fuzzy Relations – Membership Functions- Fuzzy Rules and Fuzzy Reasoning – Fuzzy Inference Systems – Fuzzy Expert Systems – Fuzzy Decision Making.

**UNIT V HYBRID SYSTEMS****9**

Adaptive Neuro-Fuzzy Inference Systems - Hybrid intelligence systems – Opportunistic Scheduling and Pricing Strategies for Automated Contracting in Supply Chains – AHP- ANP – SEM – DEA .

**TOTAL: 45 PERIODS****TEXTBOOKS:**

1. Jyh-Shing Roger Jang, Chuen-Tsai Sun, Eiji Mizutani, “Neuro-Fuzzy and Soft Computing”, Prentice-Hall of India, 2003.
2. George J. Klir and Bo Yuan, “Fuzzy Sets and Fuzzy Logic-Theory and Applications”, Prentice Hall, 1995.
3. James A. Freeman and David M. Skapura, “Neural Networks Algorithms, Applications, and Programming Techniques”, Pearson Edn., 2003.

**REFERENCES:**

1. Mitchell Melanie, “An Introduction to Genetic Algorithm”, Prentice Hall, 1998.
2. David E. Goldberg, “Genetic Algorithms in Search, Optimization and Machine Learning”, Addison Wesley, 1997.
3. Jacek M. Zurada, “Introduction to Artificial Neural Systems”, PWS Publishers, 1992.
4. Prasad, Bhanu (Ed.), Soft Computing Applications in Business Series: Studies in Fuzziness and Soft Computing, Vol. 230, 2010
5. Aliev, Rafik Aziz, Fazlollahi, Bijan, Aliev, Rashad Rafik, Soft Computing and its Applications in Business and Economics Series: Studies in Fuzziness and Soft Computing, Vol. 157, 2004



**COURSE OBJECTIVE**

- To understand project management cycle in software development
- To study various project estimation and quality models in software development

**COURSE OUTCOMES**

- Knowledge of software development process and quality models
- Knowledge of software project estimation and quality assurance

**UNIT I INTRODUCTION****9**

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

**UNIT II SOFTWARE METRICS****9**

Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

**UNIT III SOFTWARE PROJECT ESTIMATION****9**

Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

**UNIT IV SOFTWARE QUALITY****9**

Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

**UNIT V SOFTWARE QUALITY ASSURANCE****9**

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuARE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7<sup>th</sup> Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8<sup>th</sup> Impression 2009.

**REFERENCES**

1. Walker Royce, Software Project Management – A unified framework, PearsonEducation Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2010)
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

**COURSE OBJECTIVE:**

To gain insights about the importance of lean manufacturing and six sigma practices.

**COURSE OUTCOME:**

The student would be able to relate the tools and techniques of lean sigma to increase productivity

**UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 9**

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

**UNIT II THE SCOPE OF TOOLS AND TECHNIQUES 9**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

**UNIT III SIX SIGMA METHODOLOGIES 9**

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

**UNIT IV SIX SIGMA IMPLEMENTATION AND CHALLENGES 9**

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

**UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9**

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

**TOTAL: 45 PERIODS**

**REFERENCES:**

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000
3. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003

**COURSE OBJECTIVE :**

To learn the need and importance of logistics in product flow.

**COURSE OUTCOME :**

To enable an efficient method of moving products with optimization of time and cost.

**UNIT I INTRODUCTION****9**

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

**UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS****9**

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

**UNIT III TRANSPORTATION AND PACKAGING****9**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

**UNIT IV PERFORMANCE MEASUREMENT AND COSTS****9**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**UNIT V CURRENT TRENDS****9**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3<sup>rd</sup> Edition, 2012.

**REFERENCES**

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7<sup>th</sup> Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Pierre David, International Logistics, Biztantra, 2003.
5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007..

**COURSE OBJECTIVE :**

Understand how material management should be considered for profitability

**COURSE OUTCOME :**

Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

**UNIT I INTRODUCTION**

9

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

**UNIT II MATERIALS PLANNING**

9

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

**UNIT III INVENTORY MANAGEMENT**

9

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT IV PURCHASING MANAGEMENT**

9

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

**UNIT V WAREHOUSE MANAGEMENT**

9

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

**TOTAL: 45 PERIODS****TEXT BOOK**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

**REFERENCES**

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

**COURSE OBJECTIVE:**

To provide with a comprehensive understanding of multitude of tools that can be used in designing business processes

**COURSE OUTCOMES:**

Ability to design business processes that are in alignment with the external requirements and provide right customer with right products and services

**UNIT I INTRODUCTION****9**

The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

**UNIT II PROCESS FLOW****9**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

**UNIT III PROCESS MODELING****9**

Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation

**UNIT IV PROCESS IMPROVEMENT****9**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

**UNIT V PROCESS OPTIMIZATION****9**

Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis

**TOTAL: 45 PERIODS****TEXT BOOKS:**

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9<sup>th</sup> Edition, 2010.

**REFERENCES:**

1. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, "Managing Business Process Flows: Principles of Operations Management" Pearson Education, 2006
2. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.



3. Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2004
4. Byron J. Finch, Operations Now – Supply chain Profitability and performance, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008.
5. G.Halevi and R.D.Weill, “Principles of Process Planning” Chappman and Hall, Madras 1995.

**BA8043**

**PRODUCT DESIGN**

**L T P C**  
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**COURSE OBJECTIVE:**

- Understand the application of structured methods to develop a product

**COURSE OUTCOME**

- Student gains knowledge on how a product is designed based on the needs of a customer

**UNIT I INTRODUCTION 9**

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

**UNIT II PRODUCT PLANNING 9**

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

**UNIT III PRODUCT CONCEPT 9**

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

**UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS 9**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

**UNIT V PATENTS 9**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2010.

**REFERENCES**

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.



3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

**BA8044**

**PROJECT MANAGEMENT**

**LT P C  
3 0 0 3**

**COURSE OBJECTIVE:**

To learn the concepts of managing projects.

**COURSE OUTCOME:**

To apply project management principles in business situations to optimize resource utilization and time optimisation.

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT 9**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

**UNIT II PLANNING AND BUDGETING 9**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

**UNIT III SCHEDULING & RESOURCE ALLOCATION 9**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

**UNIT IV CONTROL AND COMPLETION 9**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

**UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

**TOTAL: 45 PERIODS**

**TEXT BOOKS**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

**REFERENCES**

1. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
2. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

**COURSE OBJECTIVE:**

To understand how to design and lead R& D processes and manage R & D Organization.

**COURSE OUTCOME:**

To ensure an effective, efficient and sustainable R & D

**UNIT I INTRODUCTION****9**

Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering

**UNIT II INNOVATIVE ENVIRONMENT****9**

Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques

**UNIT III R & D QUALITY MANAGEMENT****9**

Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

**UNIT IV PEOPLE AND R&D****9**

Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

**UNIT V R & D SUPPORT****9**

Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets , Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

**TOTAL: 45 PERIODS****TEXTBOOKS**

1. R.K.Jain, Harry C Triandis, Management of Research and Development Organization : Managing the Unmanageable, John Wiley & Sons, 1996
2. George F Thompson, The Management of Research and Development, Batsford, 1970

**REFERENCES**

1. Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.

2. Alan Glasser, Research and Development Management, Prentice-Hall, 1982
3. Harold Arthur Collison, Management of Research and Development, Pitman, 1964
4. Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011

**BA8046**

**ROBUST DESIGN**

**LT P C  
3 0 0 3**

**COURSE OBJECTIVE:**

To learn about effective methods of experimental research design

**COURSE OUTCOME:**

Ability to effectively plan the framework for experimentation

**UNIT I INTRODUCTION**

**9**

Introduction to robust design - Robust Design and Experiments -Planning of experiments - Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.

**UNIT II FACTORIAL EXPERIMENTS**

**9**

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule -  $2^k$  and  $3^k$  factorial designs -Fractional factorial design.

**UNIT III SPECIAL EXPERIMENTAL DESIGNS**

**9**

Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.

**UNIT IV ORTHOGONAL EXPERIMENTS**

**9**

Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

**UNIT V MAKING THE DESIGN ROBUST**

**9**

Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

**TOTAL: 45 PERIODS**

**TEXT BOOK**

1. Douglas.C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons 2005.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.

**REFERENCES**

1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.
2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.

**COURSE OBJECTIVE:**

To help understand how service performance can be improved by studying services operations management

**COURSE OUTCOME:**

To design and operate a service business using the concepts, tools and techniques of service operations management.

**UNIT I INTRODUCTION****9**

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

**UNIT II SERVICE DESIGN****9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

**UNIT III SERVICE QUALITY****9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

**UNIT IV SERVICE FACILITY****9**

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

**UNIT V MANAGING CAPACITY AND DEMAND****9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5<sup>th</sup> Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2<sup>nd</sup> Edition

## REFERENCES

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
4. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2<sup>nd</sup> Edition, 2004

**BA8048**

**SUPPLY CHAIN MANAGEMENT**

**LT P C  
3 0 0 3**

### **COURSE OBJECTIVE:**

To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

### **COURSE OUTCOMES:**

Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.

### **UNIT I INTRODUCTION**

**9**

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

### **UNIT II STRATEGIC SOURCING**

**9**

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

### **UNIT III SUPPLY CHAIN NETWORK**

**9**

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

### **UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY**

**9**

Managing supply chain cycle inventory. Uncertainty in the supply chain -- Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products -multiple item -multiple location inventory management. Pricing and Revenue Management

**UNIT V CURRENT TRENDS****9**

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping - SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

**REFERENCES**

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5<sup>th</sup> Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2002.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning 2008.

**BA8049****ADVANCED DATA ANALYSIS****L T P C  
3 0 0 3****COURSE OBJECTIVE**

- To know various multivariate data analysis techniques for business research.

**COURSE OUTCOME**

- Knowledge on the applications of multivariate data analysis.

**UNIT I INTRODUCTION****8**

Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.

**UNIT II PREPARING FOR MULTIVARIATE ANALYSIS****8**

Introduction – Conceptualization of research problem – Identification of technique - Examination of variables and data – Measurement of variables and collection of data – Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data – Testing the assumptions of multivariate analysis – Incorporating non-metric data with dummy variables.





**COURSE OBJECTIVE:**

To give an Idea about intellectual property rights and its valuation.

**EXPECTED OUTCOME:**

To apply intellectual property management to enhance firm value.

**UNIT I****9**

Introduction To IPRs, Basic concepts of Intellectual Property- Patents Copyrights, Geographic Indicators, History of IPRs- the way from WTO to WIPO- TRIPS, Nature of Intellectual Property, Industrial Property, Technological Research, Inventions and Innovations.

**UNIT II****9**

New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries.

**UNIT III****9**

International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh- Dole Act and Issues of Academic Entrepreneurship.

**UNIT IV****9**

Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies.

**UNIT V****9**

The technologies, Know how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

**TOTAL: 45 PERIODS****TEXT BOOKS**

1. V. Sople Vinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.
2. Intelluctual Property rights and copyrights , Ess Ess Publications.

**REFERENCES**

1. A. Primer, R. Anita Rao and Bhanoji Rao, Intelluctual Property Rights, Lastain Book company.
2. Edited by Derek Bosworth and Elizabeth Webster, The Management of Intelluctual Property, Edward Elgar Publishing Ltd., 2006.
3. WIPO Intelluctual Property Hand book.
4. Tejaswini Apte, A single guide to Intelluctual property rights, Biodiversity and Traditional knowledge.