

AFFILIATED INSTITUTIONS**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
THEORY						
1.	BA7101	Principles of Management	3	0	0	3
2.	BA7102	Statistics for Management	3	1	0	4
3.	BA7103	Economic Analysis for Business	4	0	0	4
4.	BA7104	Total Quality Management	3	0	0	3
5.	BA7105	Organizational Behaviour	3	0	0	3
6.	BA7106	Accounting for Management	3	1	0	4
7.	BA7107	Legal Aspects of Business	3	0	0	3
8.	BA7108	Written Communication	3	0	0	3
TOTAL			25	2	0	27

SEMESTER – II

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7201	Operations Management	3	0	0	3
2.	BA7202	Financial Management	3	0	0	3
3.	BA7203	Marketing Management	4	0	0	4
4.	BA7204	Human Resource Management	3	0	0	3
5.	BA7205	Information Management	3	0	0	3
6.	BA7206	Applied Operations Research	3	1	0	4
7.	BA7207	Business Research Methods	3	0	0	3
PRACTICAL						
8.	BA7211	Data Analysis and Business Modeling	0	0	4	2
TOTAL			22	1	4	25

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 3rd semester. The training 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. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER – III

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7301	Enterprise Resource Planning	3	0	0	3
2.	BA7302	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
PRACTICAL						
9.	BA7311	Professional Skill Development	0	0	4	2
10.	BA7312	Summer Training	0	0	2	1
TOTAL			24	0	6	27

SEMESTER – IV

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7401	International Business Management	3	0	0	3
2.	BA7402	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
PRACTICAL						
3.	BA7411	Creativity and Innovation	0	0	4	2
4.	BA7412	Project Work	0	0	18	9
TOTAL			6	0	22	17

TOTAL NUMBER OF CREDITS = 96

AFFILIATED INSTITUTIONS

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
THEORY						
1.	BA7101	Principles of Management	3	0	0	3
2.	BA7102	Statistics for Management	3	1	0	4
3.	BA7103	Economic Analysis for Business	4	0	0	4
4.	BA7105	Organizational Behaviour	3	0	0	3
5.	BA7108	Written Communication	3	0	0	3
TOTAL			16	1	0	17

SEMESTER – II

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7201	Operations Management	3	0	0	3
2.	BA7203	Marketing Management	4	0	0	4
3.	BA7204	Human Resource Management	3	0	0	3
4.	BA7205	Information Management	3	0	0	3
5.	BA7206	Applied Operations Research	3	1	0	4
Total			16	1	0	17

SEMESTER – III

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7104	Total Quality Management	3	0	0	3
2.	BA7106	Accounting for Management	3	1	0	4
3.	BA7107	Legal Aspects of Business	3	0	0	3
PRACTICAL						
4.	BA7311	Professional Skill Development	0	0	4	2
TOTAL			9	1	4	12

SEMESTER – IV

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7202	Financial Management	3	0	0	3
2.	BA7207	Business Research Methods	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
PRACTICAL						
6.	BA7211	Data Analysis and Business Modeling	0	0	4	2
TOTAL			15	0	4	17

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 5th semester. The training report along with the company certificate should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 5th Semester.

SEMESTER – V

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7301	Enterprise Resource Planning	3	0	0	3
2.	BA7302	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
PRACTICAL						
6.	BA7312	Summer Training	0	0	2	1
TOTAL			15	0	2	16

SEMESTER – VI

SL.NO.	CODE NO.	COURSE TITLE	L	T	P	C
THEORY						
1.	BA7401	International Business Management	3	0	0	3
2.	BA7402	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
PRACTICAL						
3.	BA7411	Creativity and Innovation	0	0	4	2
4.	BA7412	Project Work	0	0	18	9
TOTAL			6	0	22	17

TOTAL NUMBER OF CREDITS = 96

LIST OF ELECTIVES
MASTER OF BUSINESS ADMINISTRATION (MBA)

SL.NO.	COURSE CODE	COURSE TITLE	L	T	P	C
MARKETING – ELECTIVES						
1	BA7011	Brand Management	3	0	0	3
2	BA7012	Retail Management	3	0	0	3
3	BA7013	Services Marketing	3	0	0	3
4	BA7014	Integrated Marketing Communication	3	0	0	3
5	BA7015	Customer Relationship Management	3	0	0	3
6	BA7016	Rural Marketing	3	0	0	3
FINANCE – ELECTIVES						
1	BA7021	Security Analysis and Portfolio Management	3	0	0	3
2	BA7022	Merchant Banking and Financial Services	3	0	0	3
3	BA7023	International Trade Finance	3	0	0	3
4	BA7024	Corporate Finance	3	0	0	3
5	BA7025	Micro Finance	3	0	0	3
6	BA7026	Banking Financial Services Management	3	0	0	3
HUMAN RESOURCE – ELECTIVES						
1	BA7031	Managerial Behavior and Effectiveness	3	0	0	3
2	BA7032	Entrepreneurship Development	3	0	0	3
3	BA7033	Organizational Theory, Design & Development	3	0	0	3
4	BA7034	Industrial Relations & Labour Welfare	3	0	0	3
5	BA7035	Labour Legislations	3	0	0	3
6	BA7036	Strategic Human Resource Management	3	0	0	3
SYSTEMS - ELECTIVES						
1	BA7041	Advanced Database Management Systems	3	0	0	3
2	BA7042	e-Business Management	3	0	0	3
3	BA7043	Software Project and Quality Management	3	0	0	3
4	BA7044	Datamining for Business Intelligence	3	0	0	3
OPERATIONS – ELECTIVES						
1	BA7051	Logistics and Supply Chain Management	3	0	0	3
2	BA7052	Services Operations Management	3	0	0	3
3	BA7053	Project Management	3	0	0	3
4	BA7054	Lean Six Sigma	3	0	0	3

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

COURSE OBJECTIVE:

To expose 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 OUTCOME:

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, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th 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, 11th edition, 2008.
2. Heinz Wehrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

BA7102**STATISTICS FOR MANAGEMENT****LT P C****3 1 0 4****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**TEXTBOOKS:**

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

REFERENCES:

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

BA7103

ECONOMIC ANALYSIS FOR BUSINESS

LT P C

4 0 0 4

COURSE OBJECTIVE:

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 OUTCOME:

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

TEXTBOOKS

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

BA7104

TOTAL QUALITY MANAGEMENT

LT P C

3 0 0 3

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**TEXTBOOKS**

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, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
1. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
2. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

COURSE OBJECTIVE:

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

COURSE OUTCOME:

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**TEXTBOOKS**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

REFERENCES

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

COURSE OBJECTIVE :

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**TEXTBOOKS**

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, 15th 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, 8th edition, Cengage Learning, 2010.
1. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
2. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

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 greivances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 - Cyber cvimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TOTAL: 45 PERIODS**TEXTBOOKS**

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. Singhania, 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, 2nd Edition-2011.

COURSE OBJECTIVE:

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

COURSE OUTCOME:

Learners should be able to

1. get into the habit of writing regularly,
2. express themselves in different genres of writing from creative to critical to factual writing,
3. take part in print and online media communication,
4. read quite widely to acquire a style of writing, and 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

TEXTBOOKS

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11th 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. 9th 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

BA7201

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 OUTCOME:

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, 12th 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, 9th 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.

BA7202

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 OUTCOME:

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

TEXTBOOKS

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th 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, 11th Edition, 2012.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning 2010.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011

BA7203

MARKETING MANAGEMENT

LT P C

4 0 0 4

COURSE OBJECTIVE:

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

COURSE OUT COME:

- 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 14th 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, 2nd 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.

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, 8th 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 ,8th 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, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th 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. Raph Stair and George Reynolds, Information Systems, Cengage Learning, 10th 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, 4th Edition, 2013.

BA7206

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

TEXT BOOKS

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.

BA7207

BUSINESS RESEARCH METHODS

LT P C

3 0 0 3

COURSE OBJECTIVE:

To expose 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 OUTCOME:

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 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

TEXT BOOKS

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5th 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, 8th Edition, Cengage Learning, New Delhi, 2012.

BA7211

DATA ANALYSIS AND BUSINESS MODELING

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
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

REQUIREMENTS for a batch of 30 students

1. Personal Computers – 30 nos
2. Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user licenses

TEXT BOOKS

1. David M. Levine et al, "Statistics for Managers using MS Excel' (6th Edition) Pearson, 2010
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th 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, 3rd 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.

BA7301

ENTERPRISE RESOURCE PLANNING

L T P C

3 0 0 3

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

TEXT BOOK

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

BA7302

STRATEGIC MANAGEMENT

LT P C

3 0 0 3

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 OUT COME :

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, 3rd Edition, Tata McGraw Hill, 2008.

REFERENCES

1. Adriauf HAbenberg 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, 12th Edition, 2012

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 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 sought 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).

BA7401

INTERNATIONAL BUSINESS MANAGEMENT

LT P C

3 0 0 3

COURSE OBJECTIVE:

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

COURSE OUTCOME:

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

TEXT BOOKS

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th 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, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

BA7402 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 II 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 OBJECTIVES:

- (i) To understand the nuances involved in Creativity & Innovation.
1. 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.

UNIT I INTRODUCTION**12**

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.

UNIT II MECHANISM OF THINKING AND VISUALIZATION**12**

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

UNIT III CREATIVITY**12**

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.

UNIT IV CREATIVITY IN PROBLEM SOLVING**12**

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.

UNIT V INNOVATION**12**

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-commoditization – 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**

4. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
5. 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 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, 4th 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, 3rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd 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 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. Christropher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th 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.

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 OUTCOME:

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 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**TEXT BOOKS**

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. 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.

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 Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th 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 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

REFERENCE BOOKS

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.)

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, 8th edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th 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 :

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 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 Forfaiting – Venture Capital.

TOTAL: 45 PERIODS

TEXTBOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th 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

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.

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**TEXT BOOKS**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.

REFERENCES

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

OBJECTIVES :

- 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, 9th Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th 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, 6th 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

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

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

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 OUTCOME:

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.

REFERENCES :

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

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 3rd 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 1st edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

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 ,2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, 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 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**TEXT BOOKS**

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

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th 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 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. Mamoria C.B. and Sathish Mamoria, 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 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. 2nd edition
5. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

COURSE OBJECTIVES

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**9**

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

UNIT II DATABASE IMPLEMENTATION**9**

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**9**

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

UNIT IV OBJECT ORIENTED DATABASES**9**

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**9**

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

TOTAL: 45 PERIODS**TEXTBOOKS**

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

REFERENCES

1. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012,
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010.
3. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.
4. Jeffrey D. Ullman and Jennifer Widom, A First Course in Database Systems, Pearson Education Asia, 1st 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

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

UNIT I INTRODUCTION TO e-BUSINESS 8 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

UNIT II TECHNOLOGY INFRASTRUCTURE 10

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS 10

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

UNIT IV e-BUSINESS PAYMENTS AND SECURITY 9

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES 8

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS

TEXTBOOKS

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

REFERENCES

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

COURSE OBJECTIVES

- 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 Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2009.

REFERENCES

1. Walker Royce, Software Project Management – A unified framework, Pearson Education 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, 5th 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 OBJECTIVES

- To know how to derive meaning from 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	9
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	9
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	9
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	9
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	9
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.		

TOTAL: 45 PERIODS**TEXTBOOKS**

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

REFERENCES

- W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2005.
- Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
- Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2011
- Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
- G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
- Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley. 2009
- Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
- Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007
- Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

BA7051 LOGISTICS AND SUPPLY CHAIN MANAGEMENT LT P C 3 0 0 3

COURSE OBJECTIVE :

Understand the scope and practice of business logistics and supply chain management

COURSE OUTCOME :

Student gains knowledge on effective management of the logistics and supply chain

UNIT I INTRODUCTION

9

Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

UNIT II MANAGING FLOWS

9

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

UNIT III INVENTORY AND WAREHOUSING

9

Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory.

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

UNIT IV TRANSPORTATION AND PACKAGING

9

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling.

Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT V ORGANISATION AND CONTROL

9

Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

TOTAL: 45 PERIODS

TEXTBOOKS:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

REFERENCES:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
3. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
5. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.

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**TEXTBOOKS**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd 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, 2nd 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, 2nd Edition, 2004

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

TEXTBOOKS

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 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

ANNA UNIVERSITY, CHENNAI

AFFILIATED INSTITUTIONS

R - 2009

CURRICULUM I SEMESTER (FULL TIME)

MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER – I

Code No.	Course Title	L	T	P	C
BA9201	Statistics for Management	3	1	0	4
BA9202	Economic Analysis for Business	4	0	0	4
BA9203	Total Quality Management	3	0	0	3
BA9204	Organizational Behaviour	3	0	0	3
BA9205	Communication Skills	3	0	0	3
BA9206	Accounting for Management	3	1	0	4
BA9207	Legal Aspects of Business	3	0	0	3
BA9208	Seminar I	0	0	2	1
Total		22	2	2	25

UNIT I INTRODUCTION TO STATISTICS & PROBABILITY**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**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 – Design of experiments.

UNIT IV NON-PARAMETRIC METHODS**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, INDEX NUMERS 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. Index Numbers – Laspeyre's, Paasche's and Fisher's Ideal index.

TOTAL: 60 PERIODS**TEXT BOOKS**

4. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
5. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
6. Anand Sharma, Statistics for Management, Himalaya Publishing House, Second Revised edition, 2008.

REFERENCES

4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 8th edition, Thomson (South – Western) Asia, Singapore, 2002.
5. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill, 2004.
6. Prem S. Mann, Introductory Statistics, Wiley Student Edition, Fifth Edition.

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**

3. Paul A. Samuelson and William D. Nordhaus, Economics, 18th edition, Tata McGraw Hill, 2005.
4. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
5. N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007.
6. Richard Lipsey and Alee Charystal, Economics, 11th edition, Oxford University Press, New Delhi, 2008.
7. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson Education Asia, New Delhi, 2002.

UNIT I	INTRODUCTION TO QUALITY MANAGEMENT	9
Definitions – TOM framework, benefits, awareness and obstacles. 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 AND PROCESS CAPABILITY	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) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – 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 old (statistical) tools. Seven new management tools. 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- Introduction to software quality.		

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES

3. Schermerhorn, Hunt and Osborn, Organisational behavior, John Wiley, 9th Edition, 2008.
 4. Udai Pareek, Understanding Organisational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
 5. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
 6. Hellrigal, Slocum and Woodman, Organisational Behavior, Cengage Learning, 11th Edition 2007.
 7. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
- .

UNIT I COMMUNICATION IN BUSINESS**9**

Systems approach- forms - functions and principles of communication - management and communication- communication patterns - barriers to communication - interpersonal perception – SWOT analysis -Johari Window -Transactional Analysis.

UNIT II NON-VERBAL AND INTERCULTURAL COMMUNICATION**9**

Importance of non-verbal communication - personal appearance - facial expressions-movement-posture – gestures - eye contact –voice - beliefs and customs- worldview and attitude.

UNIT III ORAL COMMUNICATION**9**

Listening - types and barriers to listening - speaking - planning and audience awareness - persuasion- goals - motivation and hierarchy of needs - attending and conducting interviews- participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development strategies

UNIT IV BUSINESS CORRESPONDENCE**9**

Business letter - principles of business writing - memos -e-mails – agendas- minutes- sales letter- enquiries- orders- letters of complaint- claims and adjustments- notice and tenders- circulars- letters of application and résumé.

UNIT – V BUSINESS PROPOSALS AND REPORTS**9**

Project proposals- characteristics and structure- Project reports – types- characteristics,- structure -Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms.

TOTAL: 45 PERIODS**TEXTBOOKS**

3. Lesikar, Raymond V., John D Pettit, and Mary E FlatlyLesikar's, Basic Business Communication, 10th ed. Tata McGraw-Hill, New Delhi, 2007.
4. Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product. Pearson Education, New Delhi, 2008.
5. Murphy, Herta, Herbert W Hildebrandt, and Jane P Thomas, Effective Business Communication. 7th ed. Tata McGraw-Hill, New Delhi.
6. Bovee, Courtland and John V Thill, Business Communication Today, 8th ed. Pearson Education, New Delhi, 2008.

REFERENCES

6. McGrath, E. H., S.J, Basic Managerial Skills for All, 8th ed. Prentice-Hall of India, New Delhi, 2008.
7. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
8. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, Integrated Business Communication in a Global Market Place.3rd ed. John Wiley India, New Delhi, 2007.
9. Guffey, Mary Ellen., Business Communication: Process and Product. 3rd ed. Thomson and South-western, 2004.

BA9206

ACCOUNTING FOR MANAGEMENT

LT P C

3 1 0 4

UNIT I FINANCIAL ACCOUNTING

9+3

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

9+3

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

9+3

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

UNIT IV COST ACCOUNTING

9+3

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

9+3

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

TOTAL:45+15 PERIODS

TEXT BOOKS

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2004.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008.

REFERENCES

3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 13th edition, Tata McGraw Hill Publishers, 2005.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2008.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 7th edition, Cengage Learning, 2008.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2008.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2007.

BA9207

LEGAL ASPECTS OF BUSINESS

LT P C

3 0 0 3

UNIT I MERCANTILE AND COMMERCIAL LAW

15

THE INDIAN CONTRACT ACT 1872

Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

THE SALE OF GOODS ACT 1930

Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

NEGOTIABLE INSTRUMENTS ACT 1881

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

AGENCY

Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

UNIT II COMPANY LAW

10

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

8

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

5

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

7

Consumer Protection Act – Consumer rights, Procedures for Consumer greivances redressal, Types of consumer Redressal Machinaries and Forums, Cyber cvimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TOTAL: 45 PERIODS

TEXT BOOKS:

3. N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
4. P. K. Goel, Business Law for Managers, Bizentra Publishers, India, 2008.

REFERENCES:

3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
5. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
6. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
5. V. S. Datey, Taxman Publication, 21st Edition, 2008.

**BA9208
C**

SEMINAR I - MANAGEMENT CONCEPTS

LT P

0 0 2 1

Note: Students Are Expected To Prepare And Present On Topics Suggested Below:

4. General principles of Management.
5. Management Decisions – Making.
6. Domestic and Global business environment.
7. Social responsibility of business and managerial ethics.
8. Value-Chain of business.
9. Creativity and Management of innovation.
10. Customer focus and relationship management.
11. Globalization of business and international trade relations.
12. Competitive Advantage and Competency.
13. The role of Quality in business.

TOTAL: 30 PERIODS

**AFFILIATED INSTITUTIONS
ANNA UNIVERSITY, CHENNAI
REGULATIONS - 2009**

**MASTER OF BUSINESS ADMINISTRATION (MBA)
II TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS
SEMESTER – II**

Code No.	Course Title	L	T	P	C
BA9221	Operations Management	3	0	0	3
BA9222	Financial Management	3	0	0	3
BA9223	Marketing Management	4	0	0	4
BA9224	Human Resource Management	3	0	0	3
BA9225	Management Information System	3	0	0	3
BA9226	Applied Operations Research for Management	3	1	0	4
BA9227	Business Research Methods	3	0	0	3
BA9228	Business Application Software	0	0	4	2
BA9229	Seminar II	0	0	2	1
Total		22	1	6	26

SUMMER SEMESTER (6 WEEKS)

SUMMER PROJECT

Project report of the Summer Project is to be submitted by the students within 30 days from the commencement of the 3rd semester. Evaluation report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd semester.

SEMESTER – III

Code No.	Course Title	L	T	P	C
BA9209	International Business Management	3	0	0	3
BA9210	Strategic Management	3	0	0	3
	Elective I	3	0	0	3
	Elective II	3	0	0	3
	Elective III	3	0	0	3
	Elective IV	3	0	0	3
	Elective V	3	0	0	3
	Elective VI	3	0	0	3
BA9211	Summer Project Report	0	0	0	2
BA9212	Seminar III	0	0	2	1
Total		24	0	2	27

SEMESTER – IV

Code No.	Course Title	L	T	P	C
BA9230	Project Work	0	0	24	12
Total		0	0	24	12

TOTAL CREDIT : 26+27+12 = 65

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

COURSE CODE	COURSE TITLE	L	T	P	C
MARKETING – ELECTIVES					
BA9251	Brand Management	3	0	0	3
BA9252	Retail Management	3	0	0	3
BA9253	Services Marketing	3	0	0	3
BA9254	Advertising & Sales Promotion	3	0	0	3
BA9255	Consumer Behaviour	3	0	0	3
BA9256	Customer Relationship Management	3	0	0	3
FINANCE – ELECTIVES					
BA9257	Security Analysis and Portfolio Management	3	0	0	3
BA9258	Merchant Banking and Financial Services	3	0	0	3
BA9259	International Trade Finance	3	0	0	3
BA9260	Corporate Finance	3	0	0	3
BA9261	Derivatives Management	3	0	0	3
BA9262	Strategic Investment and Financing Decisions	3	0	0	3
HUMAN RESOURCE – ELECTIVES					
BA9263	Managerial Behavior and Effectiveness	3	0	0	3
BA9264	Entrepreneurship Development	3	0	0	3
BA9265	Organizational Theory Design & Development	3	0	0	3
BA9266	Industrial Relations & Labour Welfare	3	0	0	3
BA9267	Labour Legislations	3	0	0	3
BA9268	Strategic Human Resource Management & Development	3	0	0	3
SYSTEMS - ELECTIVES					
BA9269	Database Management System	3	0	0	3
BA9270	E-Commerce Technology and Management	3	0	0	3
BA9271	Enterprise Resources Planning	3	0	0	3
OPERATIONS – ELECTIVES					
BA9272	Supply Chain and Logistics Management	3	0	0	3
BA9273	Product Design	3	0	0	3
BA9274	Services Operations Management	3	0	0	3

NOTE : Three electives from any two among the 5 area of specialization are to be chosen by the Students.

UNIT I INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT**9**

Production Systems – Nature, Importance and organizational function. Characteristics of Modern Production and Operations function. Organisation of Production function. Recent Trends in Production and Operations Management. Role of Operations in Strategic Management. Production and Operations strategy – Elements and Competitive Priorities. Nature of International Operations Management.

UNIT II FORECASTING, CAPACITY AND AGGREGATE PLANNING**9**

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Rough cut plan, Capacity Requirements Planning (CRP), Developing capacity alternatives. Aggregate Planning – Approaches, costs, relationship to Master Production schedule. Overview of MRP, MRP II and ERP

UNIT III DESIGN OF PRODUCT, SERVICE AND WORK SYSTEMS**9**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Service Operations – Types, Strategies, Scheduling (Multiple resources and cyclical scheduling). 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. Overview of Materials Management Information Systems (MMIS). 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 PROJECT AND FACILITY PLANNING**9**

Project Management – Scheduling Techniques, PERT, CPM, Crashing CPM networks – Simple Problems. Facility Location – Theories, Steps in Selection, Location Models – Simple Problems. Facility Layout – Principles, Types, Planning tools and techniques.

TOTAL:45 PERIODS**TEXT BOOKS**

7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
3. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

5. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
6. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
7. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
8. Chase Jacobs, Aquilano & Agarwal., Operations Management, Tata McGraw Hill, 2006.
9. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.

BA9222

FINANCIAL MANAGEMENT

**LT P C
3 0 0 3**

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, 5th edition, 2008.
2. I. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2007.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2008.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2008.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 11th edition, Cengage Learning 2008.
4. Prasanna Chandra, Financial Management, 7th edition, Tata McGraw Hill, 2008.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2008.

BA9223

MARKETING MANAGEMENT

**LT P C
4 0 0 4**

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 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 – 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

TEXT BOOKS

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

REFERENCES

1. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2007
2. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,6th edition 2006.
3. Eugence Mckenna and Nic Beach, Human Resource Management, Pearson Education Limited, 2007.
4. Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
5. Ivancevich, Human Resource Management, McGraw Hill 2002.

BA9225 MANAGEMENT INFORMATION SYSTEMS L T P C
3 0 0 3

UNIT I INTRODUCTION 9
Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System Analyst – Role, Functions.

UNIT II SYSTEMS ANALYSIS AND DESIGN 9
SDLC, SSLC, Systems Analysis and System Design, Tools – DFD – ER – Object modeling, DBMS – RDBMS – OODBMS.

UNIT III INFORMATION SYSTEM 9
Financial, Marketing, Personnel, Production, Materials Information System, DSS, EIS, KMS, GIS, International Information System.

UNIT IV SECURITY AND CONTROL**9**

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

UNIT V NEW IT INITIATIVES 9 e- business, e-governance, ERP, SCM, e-CRM, Datawarehousing and Data Mining, Business Intelligence, Pervasive Computing, CMM.

TOTAL:45 PERIODS**TEXT BOOKS**

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, 2002.

REFERENCES

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 2000.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005.
3. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 2007.
4. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
5. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2002.
6. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
7. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 2007.

BA9226**APPLIED OPERATIONS RESEARCH FOR MANAGEMENT****LT P C****3 1 0 4****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 Cases) – Balanced and unbalanced cases – 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. Cases of degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Cases) – Balanced and Unbalanced Cases. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

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

TEXT BOOKS

1. Donald R. Cooper and Pamela S. Schindler, Business Research methods ,9th Edition, Tata Mc Graw Hill, 2006.
2. Alan Bryman and Emma Bell, Business Research methods, Oxford University Press, New Delhi, 2008.
3. Uma Sekaran, Research methods for Business, Wiley India, New Delhi, 2006.
4. K. N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan, Management Research Methodology, Pearson Education, New Delhi, 2006.

**BA9228 BUSINESS APPLICATION SOFTWARE LT P C
0 0 4 2**

UNIT I OFFICE MANAGEMENT 14

Exercises to familiarize Word, Spreadsheet, Presentation and Web publishing packages – E-Mail – Video Conferencing – Introduction to HTML.

UNIT II FUNCTIONAL MANAGEMENT 16

1. Financial And Accounting Management:
Introduction to accounting packages – exercises on creating, altering and displaying – Ledgers and Vouchers – Inventory management – Payroll – Reports using any one financial accounting package.
2. Operations Management :
Exercises on operational decision making – models using packages - linear programming, assignment models.
3. Project management
Familiarize the project planning, scheduling and tracking with support of the project management packages.

UNIT III SOFTWARE DEVELOPMENT AND INTEGRATION 15

Database:

Exercises on database creation, manipulation and transactions using query languages. Input and Output Design:

Exercises on I/O design – simulating basic calculator operations using any front end packages. Integration:

Designing an application and integrating database and front end.

UNIT IV ADVANCED STATISTICAL SOFTWARE 15

Exercises to use research data and analyze using various statistical methods (learned in statistics management course) using any of the statistical packages.

Introduction and hands on experience with freely downloadable data mining and Business Intelligence packages.

TOTAL:60 PERIODS

REFERENCES

1. Comdex, Computer and Functional Accounting with Tally 9.0, Dreamtech Press, Vikas Gupta 2008.
2. Sherdian J Coakes, Lyndall Steed, Peta Dizidic, SPSS 13.0 for windows, Wiley India, Delhi 2006.
3. Gary W. Hansen and James V. Hansen, Database Management and Design, Prentice Hall, 2006
4. Robert H. Lawson, Strategic Operations Management, Vikas Publishing House, First Indian Reprint, 2006.
5. Clements and Gido, Effective Project Management, Thomson, 2008.
6. David George and Paul Mallery, SPSS for windows, Step by step- A simple guide and reference, 2008.
7. Carver and Nash, Doing analysis with SPSS Ver 14, Cengage Learning, 2008.
8. Deborah Morley and Charles S Parker, Understanding computers today and tomorrow, 11th edition, Thomson, 2008.

**BA9229 SEMINAR II - CONTEMPORARY MANAGEMENT LT P C
0 0 2 1**

Note: Following Is The List Of Topics Suggested For Preparation And Presentation By Students.

1. Culture and Management.
2. Emotional intelligence and Management.
3. Information systems and Management functions.
4. Internet marketing.
5. Retail Management
6. HR accounting and audit.
7. Reputation management
8. Brand Building and Management.
9. Bench Marking.
10. Six sigma.

TOTAL:30 PERIODS

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**TEXT BOOKS**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, 2009.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, Tata Mc Graw Hill, 2008.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore, 2005.
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

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**TEXT BOOKS**

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2006
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, Third Edition, 2008.

REFERENCES

1. Fred.R.David, Strategic Management and cases, PHI Learning, 2008.
2. Upendra Hachru , Strategic Management concepts & cases , Excel Books, 2006.
3. Adriaux H.Aberberg and Alison Rieple, Dstrategic Management Theory & Application, Oxford University Press, 2008.
4. Arnoldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process – A Pragmatic Approach, Pearson Education, Second Edition, 2005.
5. Harvard Business Review, Business Policy – part I & II, Harvard Business School.
6. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
7. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
8. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.

BA9212	SEMINAR III – EMERGING TRENDS IN MANAGEMENT	LT P C
		0 0 2 1

Note: Following is the list of topics suggested for preparation and presentation by students.

1. Knowledge Systems and Management.
2. Holistic Marketing.
3. Financial Engineering.
4. Integrated Marketing communications.
5. International HR issues.
6. International logistics and Supply Chain Management.
7. Corporate Governance.
8. Economic and Business Intelligence.
9. Cyber Laws.
10. Intellectual property Rights and global business.

TOTAL: 30 PERIODS

MARKETING ELECTIVES

BA9251	BRAND MANAGEMENT	LT P C
		3 0 0 3

UNIT I	INTRODUCTION	8
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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
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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
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Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions..

UNIT IV	BRAND EXTENSION	9
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Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT V	BRAND PERFORMANCE	10
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Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage - Role of Brand Managers– Branding challenges & opportunities – Case Studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Mathew, Brand Management – Text & cases, MacMillan, 2008.
2. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.

REFERENCES

1. Tyboust and Kotter, Kellogg on Branding, Wiley, 2008
2. Lan Batey, Asian Branding – A Great way to fly, PHI, Singapore, 2002.
3. Paul Tmepoal, Branding in Asia, John Willy, 2000.
4. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
5. Jagdeep Kapoor, Brandex, Biztranza, India, 2005

BA9252

RETAIL MANAGEMENT

**LT P C
3 0 0 3**

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.

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- Case studies.

TOTAL:45 PERIODS

TEXT BOOKS

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

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Puadham, Retail Management -Text and Cases, Tata McGraw Hill, 2nd Edition, 2008.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Sivakumar, Retail Marketing, Excel Books, First Edition, 2007.
6. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

BA9253

SERVICES MARKETING

LT P C

3 0 0 3

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's 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 – case studies

TOTAL:45 PERIODS

TEXT BOOKS

1. Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 2004.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. K. Douglas Hoffman et al, Essentials of Service Marketing : Concepts, Strategies and Cases, Thomson Learning, 2nd Edition.
2. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
3. Halen Woodroffe, Services Marketing, McMillan, 2003.
4. Valarie Zeithaml et al, Services Marketing, 5th International Edition, 2007.
5. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.

BA9254

ADVERTISING AND SALES PROMOTION

**LT P C
3 0 0 3**

UNIT I INTRODUCTION TO ADVERTISEMENT 9

Concept and definition of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. 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.

UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS 9

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT IV INTRODUCTION TO SALES PROMOTION 9

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented.

UNIT V SALES PROMOTION CAMPAIGN 9

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.

TOTAL:45 PERIODS

TEXT BOOKS

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. 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. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
3. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
4. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
5. Jaishri Jeffhwaney, Advertising Management, Oxford, 2008.

BA9255

CONSUMER BEHAVIOR

**LT P C
3 0 0 3**

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, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.

UNIT III INTERNAL INFLUENCES 9
 Psychological Influences on consumer behavior – motivation – perception – personality
 Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

UNIT IV EXTERNAL INFLUENCES 9
 Socio-Cultural, Cross Culture - Family group – Reference group – Communication -Influences on Consumer behavior

UNIT V PURCHASE DECISION PROCESS 9
 High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues – case studies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Jay D. Lindquist and Joseph Sirgy, Shopper, Buyer and Consumer Behavior, Biztranza 2008.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. David L. Loudon and Albert J Della Bitta, Consumer Behavior, McGraw Hill, New Delhi 2002.
3. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
4. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
5. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

**BA9256 CUSTOMER RELATIONSHIPS MANAGEMENT LT P C
 3 0 0 3**

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

TEXT BOOKS

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 Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.

FINANCE ELECTIVES

**BA9257 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT LT P C
3 0 0 3**

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

TEXT BOOKS

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.

REFERENCES

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2008.
3. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2008.

**BA9258 MERCHANT BANKING AND FINANCIAL SERVICES LT P C
 3 0 0 3**

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 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, FIIs, 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

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.

REFERENCES

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
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, 1st Edition, 2008.
5. Website of SEBI

BA9259 INTERNATIONAL TRADE FINANCE L T P C
3 0 0 3

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 – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

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

TEXT BOOKS

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2008.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 8th Edition, 2008.

REFERENCES

1. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 4th Edition, 2008.
2. Eun and Resnik, International Financial Management, Tata McGraw Hill, 4th Edition, 2008.
3. Website of Indian Government on EXIM policy

BA9260

CORPORATE FINANCE

LT P C

3 0 0 3

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

TEXT BOOKS

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 8th Edition, 2008
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 11th Edition, 2008.

REFERENCES

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 1st Edition, 2008.
2. M.Y Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008
3. Smart, Megginson, and Gitman, Corporate Finance, 1st Edition, 2008.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.
5. Website of SEBI

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.

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**TEXT BOOKS**

2. John.C.Hull, 'Options, Futures and other Derivative Securities', PHI Learning, 7th Edition, 2008
3. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

REFERENCES

1. Stulz, Risk Management and Derivatives, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivatives and Risk Management, 1st Edition, 2008.
3. David Dubofsky – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
6. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2008.
5. Website of NSE, BSE.

BA9262 STRATEGIC INVESTMENT AND FINANCE DECISIONS L T P C
3 0 0 3

UNIT I INVESTMENT DECISIONS 12

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.

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES 9

Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS 9

Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS 6

Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS 9

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL:45 PERIODS

TEXT BOOKS

1. Prasanna Chandra, Financial Management, 7th Edition, Tata McGraw Hill, 2008.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008

REFERENCES

1. Bodie, Kane, Marcus : Investment, Tata McGraw Hill, New Delhi2002.
2. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2003.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
5. Website of IDBI related to project finance

HUMAN RESOURCE ELECTIVES

BA9263 MANAGERIAL BEHAVIOR AND EFFECTIVENESS L T P C
3 0 0 3

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 3rd 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 1st edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

BA9264	ENTREPRENEURSHIP DEVELOPMENT	LT P C
		3 0 0 3

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.

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

TEXT BOOKS

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 ,2nd Edition ,2005
2. Prasama Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi, 1999.
4. Staff College for Technical Education, Manila and Centre for Research and Industrial Staff Performance, Bhopal, Entrepreneurship Development, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998.
5. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai - 1997.

**BA9265 ORGANISATIONAL THEORY, DESIGN & DEVELOPMENT LT P C
3 0 0 3**

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

TEXT BOOKS

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 7th Edition 2004.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 7th Edition 2007.

REFERENCES

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, South Western Thompson, 2007
3. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2005.
4. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2007.
5. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2005.
6. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2005.

**BA9266 INDUSTRIAL RELATIONS AND LABOUR WELFARE LT P C
3 0 0 3**

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. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.

REFERENCES

1. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
2. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. Sarma A. M, Welfare of Unorganized Labour, Himalaya Publishing House, 1st Edition, 2008.
5. Subba Rao , Essentials of Human Resource Management & Industrial relations (Text & Cases), Himalaya Publications, 2007.

BA9267**LABOUR LEGISLATIONS****L T P C
3 0 0 3**

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 Respective Bare Acts.

BA9268	STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT	L T P C 3 0 0 3
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UNIT I	HUMAN RESOURCE DEVELOPMENT	10
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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
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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
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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 M and A- 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. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.

REFERENCES

1. Bernadin, Human Resource Management, Tata McGraw Hill, 2006.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Rosemary Harrison, Employee Development – University Press, India Ltd, New Delhi, 2007.
4. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007.
5. Chris Brewstes, Paul Sparrow, Guy Vernon, International Human Resource Management , University Press 1st Edition 2008.

SYSTEMS ELECTIVES

**BA9269 DATABASE MANAGEMENT SYSTEM LT P C
 3 0 3**

UNIT I INTRODUCTION 9
 Database and DBMS – characteristics – importance – advantages – evolution - codd rules- database architecture; data organization- file structures and indexing

UNIT II MODELING AND DESIGN FRAME WORK 9
 Data models- Conceptual design- ER diagram-relationships- normalization -data management and system integration

UNIT III DATABASE IMPLEMENTATION 9
 Query languages-SQL for data creation, retrieval and manipulation, database transactions, concurrency control, atomicity, recovery, security, backup and recovery, data base administration- client server architecture based RDBMS.

UNIT IV DISTRIBUTED DATABASE AND OBJECT ORIENTED DATABASES 9
 Concepts of distributed databases and design, Object oriented databases-object life cycle modeling conceptual design-UML.

UNIT V EMERGING TRENDS**9**

Overview of visual databases and knowledge based databases-conceptual design and business impacts. Scope for professionals and certifications such as Oracle Certified Professional.

TOTAL:45 PERIODS**TEXT BOOKS**

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,
2. Jeffrey A Hoffer et al, Modern Database Management, 8th Edition, Pearson Education, 2008,

REFERENCES

1. V. K. Jain, Database Management Systems, Dreamtech press, 2007
2. Narayan S. Umanath and Richard W. Scamell, Data Modeling and database design, Thomson course technology, 2008
3. Mark L.Gillenson & el, Introduction database management, Wiley India Pvt. Ltd, 2008
4. Peter Rob and Carlos Coronel, Database systems- Design, Implementation and Management, Thomson Course technology, 2008
5. Hector Garcia -Molica et al, Database Systems – The complete book, Pearson Education, 2008

BA9270**E - COMMERCE TECHNOLOGY AND MANAGEMENT****LT P C
3 0 0 3****UNIT I INTRODUCTION TO E-COMMERCE****8**

Electronic commerce and physical commerce - Economic forces – advantages – myths - business models.

UNIT II TECHNOLOGY INFRASTRUCTURE**10**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet - cryptography, information publishing technology- basics of web server hardware and software.

UNIT III BUSINESS APPLICATIONS**10**

Consumer oriented ecommerce –etailing and models - Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government, EDI on the internet, SCM; Web Auctions, Virtual communities and Web portals

UNIT IV ECOMMERCE PAYMENTS AND SECURITY**9**

E payments - Characteristics of payment of systems, protocols, E-cash, E- check and Micro payment systems.

UNIT V LEGAL AND PRIVACY ISSUES IN E- COMMERCE**8**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws , contracts and warranties . Taxation and encryption policies.

TOTAL:45 PERIODS

TEXT BOOKS

1. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007

REFERENCES

1. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2008.
2. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 2008
3. Efraim Turban et al, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2006.
4. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004

BA9271**ENTERPRISE RESOURCE PLANNING****LT P C****3 0 0 3****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 - Case studies.

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

Overview of ERP software solutions- Small medium and large enterprise vendor solutions, BPR, Business Engineering and best Business practices - Business process Management. Overview of ERP modules -sales and Marketing, Accounting and Finance, Materials and Production management etc. -Case studies.

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-Case studies.

UNIT IV POST IMPLEMENTATION**8**

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

UNIT V EMERGING TRENDS ON ERP**9**

Extended ERP systems and ERP bolt –on -CRM, SCM, Business analytics etc- Future trends in ERP systems-web enabled, Wireless technologies so on-Case studies.

TOTAL:45 PERIODS**TEXT BOOK**

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2006.

REFERENCES

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
5. Summer, ERP, Pearson Education, 2008.

OPERATIONS ELECTIVE

BA9272	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	LTP C 3 0 0 3
UNIT I	INTRODUCTION	9
Defining Supply Chain management and logistics management. Evolution. Supply Chain – Fundamentals, , and Importance. Supply chain strategy, Enablers/ Drivers of Supply Chain Performance. Supply Chain relationships		
UNIT II	LOGISTICS MANAGEMENT	9
Logistics – functions, objectives, solution. Customer Service. Warehousing and Material Storage, Material Handling, Transportation and Packaging – 3PL and 4PL.		
UNIT III	NETWORK DESIGN	9
Distribution Network Design – Role, Factors Influencing, Options, Value Additions. Models for Facility Location and Capacity allocation. Impact of uncertainty on Network Design. Network Design decisions using Decision trees.		
UNIT IV	SOURCING AND INVENTORY MANAGEMENT	9
Sourcing – Make vs buy decision, Creating World Class Supply base, World Wide Sourcing Inventory Management – managing cycle inventory, safety inventory. Value of information, Bullwhip effect, Coordination in supply chain, Analysing impact of supply chain redesign on the inventory		
UNIT V	CURRENT TRENDS	9
E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. E-Supply Chains, E – Logistics- eSRM, eLRM, eSCM, Agile Supply Chains. Reverse Logistics, Global Logistics.		

TOTAL: 45 PERIODS

TEXT BOOKS

1. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process” Tata McGraw Hill, 2000
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Prentice Hall, 2007.

REFERENCES

1. Donald J. Bowersox, David J. Closs and M. Bixby Cooper, "Supply Chain Logistics Management", Tata McGraw Hill, 2008
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, "Principles of Supply Chain Management- A Balanced Approach", South-Western, Cengage Learning 2005
4. Naraya Rangarj, G. Raghuram, Mandyam M. Srinivasan, "Supply Chain Management for Competitive Advantage – Concepts and Cases", Tata McGraw Hill, 2009
5. R.P. Mohanty and S.G. Deshmukh, " Supply Chain Management", Biztantra, 2005

BA9273

PRODUCT DESIGN

**LT P C
3 0 0 3**

UNIT I INTRODUCTION

9

Defining Product, Types of products. Successful Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Stage-gate model - New Service Development Process

UNIT II PRODUCT PLANNING

9

Product Planning Process – Steps. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Brain Storming,

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- Collaborative Product development- Product development economics.

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 BOOK

1. Karl T. Ulrich and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Third Edition, reprint 2008.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
3. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
4. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.
5. Bruce T. Barkley, Project Management in New Product Development, Tata McGraw Hill, 2008.

BA9274

SERVICES OPERATIONS MANAGEMENT

LT P C

3 0 0 3

UNIT I INTRODUCTION

9

Importance and role of Services -Nature of services -Service classification Service Package
Service Strategy -Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN

9

New Service Development - Designing the Service delivery system: Service Blue-printing -
Managing Service Experience - Front-office Back-office Interface - Service scape – Implication
for Service Design

UNIT III SERVICE QUALITY

9

Service Quality- SERVQUAL, -Gap Model -Complaint management - Walk-through Audit -
Service Recovery - Service Guarantees - Service Encounter.

UNIT IV OPERATING SERVICES

9

Service operational planning and control - Process Analysis - Process Simulation -Service
Facility Location -Capacity Management in Services – Queuing models - Waiting Lines –
Simulation - Yield management.

UNIT V TOOLS AND TECHNIQUES

9

Inventory Management in Services – Retail Discounting Model - Newsvendor Model - Vehicle
Routing and Scheduling -Productivity and Performance measurement - Data Envelopment
Analysis (DEA) -Scoring System – Method for customer selection.

TOTAL:45 PERIODS

TEXT BOOKS

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw – Hill Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Service Operations Management, South-Western, Cengage Learning, 2006.

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, 2005.