

# **NANDHA ENGINEERING COLLEGE**

(An Autonomous Institution affiliated to Anna University Chennai and approved by AICTE, New Delhi)

Erode-638 052, Tamilnadu, India, Phone: 04294 – 225585



## **Curriculum and Syllabus for Master of Business Administration [R13]**

(This Curriculum and Syllabi are applicable to Students admitted from the academic year 2013-2014 onwards)

**AUGUST 2013**

# NANDHA ENGINEERING COLLEGE, ERODE-52

## REGULATIONS -2013

### I TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS MASTER OF BUSINESS ADMINISTRATION (MBA)

#### SEMESTER – I

CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>					
13BA101	Principles of Management	3	0	0	3
13BA102	Statistics for Management	3	1	0	4
13BA103	Economic Analysis for Business	4	0	0	4
13BA104	Total Quality Management	3	0	0	3
13BA105	Organizational Behaviour	3	0	0	3
13BA106	Accounting for Management	3	1	0	4
13BA107	Legal Aspects of Business	3	0	0	3
<b>PRACTICAL</b>					
13BA111	Executive Communication Laboratory	0	0	4	2
13BA112	Seminar - I	0	0	2	1
	<b>TOTAL</b>	<b>22</b>	<b>2</b>	<b>6</b>	<b>27</b>

#### SEMESTER – II

CODE NO.	COURSE TITLE	L	T	P	C
<b>THEORY</b>					
13BA201	Operations Management	3	0	0	3
13BA202	Financial Management	3	0	0	3
13BA203	Marketing Management	4	0	0	4
13BA204	Human Resource Management	3	0	0	3
13BA205	Management Information System	3	0	0	3
13BA206	Applied Operations Research	3	1	0	4
13BA207	Business Research Methods	3	0	0	3
<b>PRACTICAL</b>					
13BA211	Data Analysis and Business Modeling	0	0	4	2
13BA212	Seminar - II	0	0	2	1
	<b>TOTAL</b>	<b>22</b>	<b>1</b>	<b>6</b>	<b>26</b>

#### SUMMER SEMESTER (4 WEEKS)

##### SUMMER TRAINING

Summer Training – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3<sup>rd</sup> semester. The 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 3<sup>rd</sup> Semester.

**SEMESTER – III**

<b>CODE NO.</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>THEORY</b>					
13BA301	Business Ethics, Corporate Social Responsibility and Governance	3	0	0	3
13BA302	Strategic Management	3	0	0	3
E1	Elective I	3	0	0	3
E2	Elective II	3	0	0	3
E3	Elective III	3	0	0	3
E4	Elective IV	3	0	0	3
E5	Elective V	3	0	0	3
E6	Elective VI	3	0	0	3
<b>PRACTICAL</b>					
13BA311	Professional Skill Development	0	0	4	2
13BA312	Summer Training	0	0	2	1
	<b>TOTAL</b>	<b>24</b>	<b>0</b>	<b>6</b>	<b>27</b>

**SEMESTER – IV**

<b>CODE NO.</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>THEORY</b>					
13BA401	International Business Management	3	0	0	3
13BA402	Entrepreneurship Development	3	0	0	3
<b>PRACTICAL</b>					
13BA411	Creativity and Innovation	0	0	4	2
13BA412	Project Work	0	0	18	9
	<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>22</b>	<b>17</b>

**TOTAL NUMBER OF CREDITS = 97**

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

<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>THEORY</b>					
<b>MARKETING -ELECTIVES</b>					
13BAX01	Brand Management	3	0	0	3
13BAX02	Retail Management	3	0	0	3
13BAX03	Services Marketing	3	0	0	3
13BAX04	Integrated Marketing Communication	3	0	0	3
13BAX05	Customer Relationship Management	3	0	0	3
13BAX06	Rural Marketing	3	0	0	3
<b>FINANCE - ELECTIVES</b>					
13BAX07	Security Analysis and Portfolio Management	3	0	0	3
13BAX08	Merchant Banking and Financial Services	3	0	0	3
13BAX09	International Trade Finance	3	0	0	3
13BAX10	Corporate Finance	3	0	0	3
13BAX11	Micro Finance	3	0	0	3
13BAX12	Banking Financial Services Management	3	0	0	3
<b>HUMAN RESOURCE-ELECTIVES</b>					
13BAX13	Managerial Behavior and Effectiveness	3	0	0	3
13BAX14	Training and Development	3	0	0	3
13BAX15	Organizational Theory, Design & Development	3	0	0	3
13BAX16	Industrial Relations & Labour Welfare	3	0	0	3
13BAX17	Labour Legislations	3	0	0	3
13BAX18	Strategic Human Resource Management	3	0	0	3
<b>SYSTEMS - ELECTIVES</b>					
13BAX19	Advanced Database Management Systems	3	0	0	3
13BAX20	e-Business Management	3	0	0	3
13BAX21	Software Project and Quality Management	3	0	0	3
13BAX22	Data Mining for Business Intelligence	3	0	0	3
<b>OPERATIONS – ELECTIVES</b>					
13BAX23	Logistics and Supply Chain Management	3	0	0	3
13BAX24	Services Operations Management	3	0	0	3
13BAX25	Project Management	3	0	0	3
13BAX26	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

**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.

**LEARNING OUTCOME:**

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

**UNIT I:INTRODUCTION TO MANAGEMENT****(9)**

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

**UNIT II:PLANNING****(9)**

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

**UNIT III:ORGANISING****(9)**

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

**UNIT IV:DIRECTING****(9)**

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

**UNIT V:CONTROLLING****(9)**

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

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

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

**REFERENCES:**

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

**OBJECTIVE:**

To learn the applications of statistics in business decision making.

**LEARNING 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 - PARAMETRIC 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 ANALYSI****(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, 7<sup>th</sup> Ed., 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6<sup>th</sup> Ed., 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, 7<sup>th</sup> Ed., Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> Ed., Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

**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.

**LEARNING 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, 19<sup>th</sup> Ed., Tata McGraw Hill, New Delhi, 2010.
2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.
3. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> Ed., Thomson learning, New Delhi, 2007.
4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> Ed., Oxford, University Press, New Delhi, 2011.
5. Karl E. Case and Ray C. fair, Principles of Economics, 6<sup>th</sup> Ed., Pearson, Education Asia, New Delhi, 2002.



**OBJECTIVE:**

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

**LEARNING 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 – Sixsigma - 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, RashmiUrdhwareshe, Total Quality Management, Revised 3<sup>rd</sup> Ed., Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 1<sup>st</sup> Ed., 2002.

**REFERENCES**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student 4<sup>th</sup> Ed., Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Ed., Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

L	T	P	C
3	0	0	3

**OBJECTIVE:**

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

**LEARNING 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, 11<sup>th</sup> Ed., 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Ed., 2001.

**REFERENCES**

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

**OBJECTIVE :**

Acquire a reasonable knowledge accountAnalysis and evaluate financial statements.

**LEARNING OUTCOME:**

Possess a managerial outlook at accounts.

**UNIT I:FINANCIAL ACCOUNTING****(12)**

Introduction to Financial, Cost and Management principles, Conventions and Concepts-Balance sheet and related concepts - Introduction to inflation accounting.

Accounting- Generally accepted accounting and related concepts- Profit and Loss account accounting- Introduction to human resources

**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 Standards) 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, 15<sup>th</sup> Ed., Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8<sup>th</sup> Ed., CengageLearning,2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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

**UNIT I:COMMERCIAL LAW****(9)****THE INDIAN CONTRACT ACT 1872**

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

**THE SALE OF GOODS ACT 1930**

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act

1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT II:COMPANY LAW****(9)**

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

**UNIT III:INDUSTRIAL LAW****(9)**

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

**UNIT IV:INCOME TAX ACT AND SALES TAX ACT****(9)**

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

**UNIT V:CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS****(9)**

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machinaries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2008, 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, 4<sup>th</sup> Ed., Tata McGraw Hill, 2009.

## **REFERENCES**

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 4<sup>th</sup> Ed., 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, 2<sup>nd</sup> Ed.,2011.

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

Learners should be able to

- Get into the habit of writing regularly,
- Express themselves in different genres of writing from creative to critical to factual writing,
- Take part in print and online media communication,
- Read quite widely to acquire a style of writing, and Identify their areas of strengths and weaknesses in writing.

**UNIT I: PERSONAL COMMUNICATION****(10)**

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

**UNIT II: SOCIAL COMMUNICATION****(10)**

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

**UNIT III: WORK PLACE COMMUNICATION****(20)**

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****(10)**

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****(10)**

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

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

1. Raymond.V Lesikar, John.D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11<sup>th</sup> Ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. Technical Writing: Process and Product. Pearson Education, New Delhi, 2008.

**REFERENCE:**

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

**Management books**

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

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review: Harvard Business review

Reports: Deloitte, Netsis

Magazines: Bloomberg Businessweek, Economist.

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

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

**TOTAL: 30 PERIODS**



**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.

**LEARNING 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, 12<sup>th</sup> Ed., 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

## REFERENCES

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

**OBJECTIVE:**

Facilitate student to

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

**LEARNING 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, 6<sup>th</sup> Ed., 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10<sup>th</sup> Ed., 2012.

**REFERENCES**

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

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

- | 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****TEXTBOOKS**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14<sup>th</sup> Ed., 2012
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGrawHill-Vijaynicole, First Ed.,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Ed.,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,2<sup>nd</sup> Ed., Asian edition.

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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

**UNIT I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT****(5)**

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

**UNIT II: THE CONCEPT OF BEST FIT EMPLOYEE****(8)**

Importance of Human Resource Planning – Forecasting human resource requirement – Matching supply and demand - Internal and External sources. Recruitment- Selection – Induction – Socialization benefits.

**UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT****(10)**

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management.

**UNIT IV: SUSTAINING EMPLOYEE INTEREST****(12)**

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

**UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS****(10)**

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

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

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

**REFERENCES**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
2. Bernadin, Human Resource Management, Tata McGraw Hill, 8<sup>th</sup> Ed., 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

**OBJECTIVE:**

To provide a clear, complete understanding of how business professionals can use and manage Information Systems and Technologies to achieve business success.

**LEARNING OUTCOME:**

Ability to apply spreadsheet and database software to solve business problems in all functional areas of business.

Ability to recognize, value, and appreciate current management and ethical issues in the use of current and emerging information technologies.

Assess the potential of information systems to secure competitive advantage in a given business situation,

**UNIT I :INTRODUCTIO****(9)**

Data, Information -Information System, evolution-Management Information Systems-Definition-Historical Perspective-Functions of Management Information Systems types based on functions and hierarchy, System Analyst – Role Functions.

**UNIT II:SYSTEM DESIGN****(9)**

System Concepts-Types of Systems-Modern Information Systems-System Development Life Cycle-Prototyping-Structured Methodologies-Designing Computer Based Methods-Designing Structured Programs.

**UNIT III:MANAGEMENT INFORMATION SYSTEM****(9)**

Financial-Marketing- Personnel-Production-Materials Information System- DSS, EIS-KMS-GIS-International Information System.

**UNIT IV:SECURITY, CONTROL AND REPORTING****(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-Data warehousing and Data Mining-Business Intelligence-Risks to online operations -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. O" Brien Management Information System Tata McGraw Hill 2009.
2. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
3. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.

**OBJECTIVE:**

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

**LEARNING 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, 7<sup>th</sup> Ed., 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, 2<sup>nd</sup> Ed., Vikas Publishing House, 2004.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill, 2005.

**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.

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



**OBJECTIVE:**

To have hands- on experience on decision modeling

**LEARNING 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” (6<sup>th</sup> Ed.) Pearson, 2010
2. David R. Anderson, et al, „An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13<sup>th</sup> Ed.) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, „Introduction to Management Science with Spreadsheet” , Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3<sup>rd</sup> Ed., 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.

**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**

## **13BA301 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE**

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

### **OBJECTIVE:**

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

### **LEARNING 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.

**OBJECTIVE:**

To learn the major initiatives taken by a company's top management on behalf of corporate, 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.

**LEARNING OUTCOME :**

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 Ed., Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Ed., Tata McGraw Hill, 2008.

## REFERENCES

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

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

Learners should be able to

- Speak confidently with any speakers of English, including native speakers,
- Speak effortlessly in different contexts – informal and formal,
- „Think on feet“ even in difficult circumstances,
- Hold interesting and meaningful conversations with others, including strangers, and
- 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 bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

**TOTAL: 60 PERIODS**

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

**REFERENCES:**

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



**OBJECTIVE:**

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

**LEARNING 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, 6<sup>th</sup> Ed., Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, 5<sup>th</sup> Ed., Tata Mc Graw Hill, New Delhi, 2012.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7<sup>th</sup> Ed., Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Ed., Pearson Education in South Asia, New Delhi, 2011.

**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.

**LEARNING OUTCOME:**

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

**UNIT I:ENTREPRENEURIAL COMPETENCE****(6)**

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

**UNIT II:ENTREPRENEURIAL ENVIRONMENT****(12)**

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

**UNIT III:BUSINESS PLAN PREPARATION****(12)**

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

**UNIT IV:LAUNCHING OF SMALL BUSINESS****(10)**

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

**UNIT V:MANAGEMENT OF SMALL BUSINESS****(5)**

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

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

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

**REFERENCES**

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis Biztrantra 2<sup>nd</sup> Ed. ,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

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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 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

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

To successfully establish and sustain brands and lead to extensions

**UNIT I:INTRODUCTION****(8)**

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

**UNIT II:BRAND STRATEGIES****(10)**

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

**UNIT III:BRAND COMMUNICATIONS****(8)**

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

**UNIT IV:BRAND EXTENSION****(9)**

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

**UNIT V:BRAND PERFORMANCE****(10)**

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

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

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

**REFERENCES**

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

**OBJECTIVE:**

To understand the concepts of effective retailing

**LEARNING 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,6<sup>th</sup> Ed., 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.

**REFERENCES**

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4<sup>th</sup> Ed., 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3<sup>rd</sup> Ed., 2009.
4. Dunne, Retailing, Cengage Learning, 2<sup>nd</sup> Ed., 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.

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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

**UNIT I:INTRODUCTION****(9)**

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

**UNIT II:SERVICE MARKETING OPPORTUNITIES****(9)**

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

**UNIT III:SERVICE DESIGN AND DEVELOPMENT****(9)**

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

**UNIT IV:SERVICE DELIVERY AND PROMOTION****(9)**

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

**UNIT V:SERVICE STRATEGIES****(9)**

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

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

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

**REFERENCES**

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



**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.

**LEARNING 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**

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

**OBJECTIVE:**

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

**LEARNING 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 – 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 Perspective, 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, 6<sup>th</sup> Ed.
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, 1<sup>st</sup> Ed.
8. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management.

**OBJECTIVE:**

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.

**LEARNING OUTCOME:**

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.)

**OBJECTIVE:**

Enables student to

Understand the nuances of stock market operations

Understand the techniques involved in deciding upon purchase or sale of securities

**LEARNING OUTCOME**

Become a good investment analyst

**UNIT I: INVESTMENT SETTING****(8)**

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

**UNIT II: SECURITIES MARKETS****(10)**

Financial Market – Segments – Types – Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – SEBI.

**UNIT III: FUNDAMENTAL ANALYSIS****(9)**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

**UNIT IV: TECHNICAL ANALYSIS****(9)**

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

**UNIT V: PORTFOLIO MANAGEMENT****(9)**

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

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

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

**REFERENCES**

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

**OBJECTIVE:**

To enable student

Understand the modes of issuing securities

Acquire financial evaluation technique of leasing and hire purchase

**LEARNING 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, 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 Forfaiting – Venture Capital.

**TEXTBOOKS**

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

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

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

**OBJECTIVE:**

To enable student

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

**LEARNING 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 –Fortfaiting – Deferred Payment Terms – EXIM Bank – ECCG 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 – AdvanceLicense – Other efforts I 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, 9<sup>th</sup> Ed., 2011.

**REFERENCES**

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



**OBJECTIVE:**

- Student will acquire
  - Nuances involved in short term corporate financing
  - Good ethical practices

**LEARNING OUTCOME:**

- Good ethical corporate manager

**UNIT I:INDUSTRIAL FINANCE****(9)**

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

**UNIT II:SHORT TERM-WORKING CAPITAL FINANCE****(6)**

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

**UNIT III:ADVANCED FINANCIAL MANAGEMENT****(12)**

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

**UNIT IV:FINANCING DECISION****(10)**

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

**UNIT V:CORPORATE GOVERNANCE****(8)**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

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

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

**REFERENCES**

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

**OBJECTIVE:**

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

**LEARNING 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).

**OBJECTIVE:**

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.

**LEARNING 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.

**13BAX13**

**MANAGERIAL BEHAVIOR AND EFFECTIVENESS**

**LT P C  
3 0 0 3**

**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.

**LEARNING OUTCOME:**

Students will gain knowledge about appropriate style of managerial behaviour.

**UNIT I:DEFINING THE MANAGERIAL JOB**

**(8)**

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

**UNIT II:DESIGNING THE MANAGERIAL JOB**

**(12)**

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

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

**(7)**

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

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

**(8)**

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

**UNIT V:DEVELOPING THE WINNING EDGE**

**(10)**

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

**TOTAL: 45 PERIODS**

**REFERENCES**

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

**OBJECTIVE:**

To provide knowledge about Training and Development to employees and its implications

**LEARNING OUTCOME:**

Describe knowledge, skills/abilities, attitudes, or values

Describe actions which can be demonstrated, can be observed, and can be measured

Define specific outcomes or competencies to be achieved in terms of skills, content mastery, attitudes, or values.

**UNIT I****(6)**

Training Objective and concepts of Training- Scope of Training- Training and HRD- How Training Benefits the Organisation- Current and Future Trends in Training.

**UNIT II****(9)**

Analysis of Training Needs- Organisational Analysis: Task, Person Requirement Analysis-Method and Techniques of Training Need Assessment- Methods and Techniques of Training Need Assessment- Training needs Analysis and Process- Operational Analysis/ Job analysis.

**UNIT III****(10)**

Training Design- Prime Considerations while designing a Training Programme- Factors affecting Training Design- Budgeting for Training- Identification of Evaluation objectives & Needs- Establishing and identifying Training Objectives- Learning Definition, Principles- Components and elements of Learning Process.

**UNIT IV****(11)**

Training Process and Methods- Designing the Training Programme- Training Implementation- Training Policy and Plan- Types of Training- Training Method- Implementation and Evaluation Training-Logistical and Physical Arrangements- Tips for Trainer for Effective Implementation- Evaluation-Definition & need- Types of Evaluation Instruments- Evaluation Design& Techniques- Training Audit-Suggestions for Making Training Effective

**UNIT IV****(9)**

Management Development- The need & importance of management development- Approach to management development- Sources of knowledge and skills- Special needs of Technical Managers- Strategies to develop Technical Managers- Training for Executive Level Management.

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

1. "Dr.B.Janakiram", Training & Development, Biztantra, 2008.
2. "R.K.Sahu", Training for Development, Excel books, 2005
3. "Rolf Plynton and Udai PAreek", Training for Development, Vistaar Publications, 2007.
4. "Irwin.L.Goldstein", Training in Organisations, Thomson, 2007.
5. "James Flaherty", Coaching, Bulterworth-Heinemana, 2008.
6. "Margaret Anne Reid and Harry Barrington", Training Interventions, Jaico Publishing , 2007.
7. "Mohan Thite", Managing People in the new economy, Response books, 2004.
8. "Carole Pemberton", Coaching to Solutions, Butterworth-Heinemann, 2008.
9. "E.H.Mcgrath", Training for Life & Leadership in Industry, 4<sup>th</sup> Ed., PHI, 2007
10. "Donald.J.Lord", Bottom Line Training: How to Design & Implement Successful Programs that Boost Profits, PHI, 2007.

## 13BAX15 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT

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

### OBJECTIVE:

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

### LEARNING 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,6<sup>th</sup> Ed., 2011.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10<sup>th</sup> Ed.,2012.

### REFERENCES

1. Thomson G, Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9<sup>th</sup> Ed., 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.

**OBJECTIVE:**

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

**LEARNING 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.

**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.

**LEARNING 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.

S.No	Title	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.



**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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

**UNIT I:HUMAN RESOURCE DEVELOPMENT****(10)**

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

**UNIT II:E-HRM****(6)**

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

**UNIT III:CROSS CULTURAL HRM****(7)**

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

**UNIT IV:CAREER & COMPETENCY DEVELOPMENT****(10)**

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

**UNIT V:EMPLOYEE COACHING & COUNSELING****(12)**

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

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

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

## **REFERENCES**

1. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
3. Monir Tayeb. International Human Resource Management. Oxford. 2007
4. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2<sup>nd</sup> Ed.
5. McLeod. The Counsellor" s workbook. Tata McGraw Hill. 2011

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

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<sup>th</sup> Ed., Cengage Learning,
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4<sup>th</sup> Ed., Pearson Education, 2004.

**REFERENCES**

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

**OBJECTIVE:**

To understand the practices and technology to start an online business

**LEARNING 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, 4<sup>th</sup> annual Ed., 2007
4. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> Ed., Tata McGrawHill Publications, 2009
5. Kamlesh K.Bajaj and DebjaniNag, Ecommerce- the cutting edge of Business,Tata McGrawHill Publications, 7<sup>th</sup> reprint, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
7. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

**OBJECTIVE:**

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

**LEARNING OUTCOME:**

- 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, 7<sup>th</sup> Ed., 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8<sup>th</sup> Impression 2009.

**REFERENCES**

1. Walker Royce, Software Project Management – A unified framework, 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, 5<sup>th</sup> Ed., 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

**OBJECTIVE:**

- 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

**LEARNING OUTCOME:**

- 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**

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

## REFERENCES

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

**OBJECTIVE:**

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

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

**UNIT V:ORGANISATION AND CONTROL**

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.

**(9)****TOTAL: 45 PERIODS****TEXTBOOKS:**

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, 5<sup>th</sup> Ed.,
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, 7<sup>th</sup> Ed., 2004.
4. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications,2007.
5. Leenders, Johnson, Flyn, Fearon, Purchasing and supply management, Tata McGraw Hill,2010.

**OBJECTIVE:**

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

**LEARNING 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 n – 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 – 5<sup>th</sup> Ed., 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2<sup>nd</sup> Ed.,

**REFERENCES**

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

**OBJECTIVE:**

To learn the concepts of managing projects.

**LEARNING 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 Ed., 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 2<sup>nd</sup> Ed., Pearson Education, 2006.

**REFERENCES**

1. Gido and Clements, Successful Project Management, 2<sup>nd</sup> Ed., Thomson Learning, 2003.
2. Harvey Maylor, Project Management, 3<sup>rd</sup> Ed., Pearson Education, 2006.

**OBJECTIVE:**

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

**LEARNING 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