



KARPAGAM UNIVERSITY
Karpagam Academy of Higher Education
(Deemed University, Established Under Section 3 of UGC Act, 1956)

FACULTY OF ARTS, SCIENCE AND HUMANITIES
POST-GRADUATE PROGRAMME
MASTER OF BUSINESS ADMINISTRATION
(GENERAL MANAGEMENT)
(REGULAR PROGRAMME)

**Regulation, Curriculum
& Syllabus (2017)**

Eachanari Post, Coimbatore – 641 021 INDIA
Phone: 0422-6453777, 6471113-5, 2980011-2980018;
Fax No: 0422 – 2980022, 2980023
Email: info@karpagam.com
Web: www.kahedu.edu.in

CHOICE BASED CREDIT SYSTEM (CBCS)



KARPAGAM UNIVERSITY
Karpagam Academy of Higher Education
(Deemed University, Established Under Section 3 of UGC Act, 1956)

FACULTY OF ARTS, SCIENCE AND HUMANITIES
POST-GRADUATE PROGRAMME
MASTER OF BUSINESS ADMINISTRATION
(REGULAR PROGRAMME)

REGULATIONS
(2017)

CHOICE BASED CREDIT SYSTEM (CBCS)

Pollachi Road, Eachanari Post, Coimbatore – 641 021, INDIA
Phone: 0422-6471113 - 5, 6453777;
Fax No: 0422 – 2980022, 2980023
Email: info@karpagam.com Web: www.kahedu.edu.in

KARPAGAM UNIVERSITY
Karpagam Academy of Higher Education
(Deemed University Established under Section 3 of UGC Act, 1956)
Coimbatore - 641 021, INDIA

FACULTY OF ARTS, SCIENCE AND HUMANITIES

MBA DEGREE PROGRAMME

REGULAR PROGRAMME

REGULATIONS 2017

CHOICE BASED CREDIT SYSTEM (CBCS)

The following Regulations are effective from the academic year 2017-2018 and are applicable to the students admitted in MBA programme in the Faculty of Arts, Science, and Humanities, Karpagam University from the academic year 2017 – 2018 onwards.

1. ELIGIBILITY FOR ADMISSION TO THE PROGRAM

Candidates who have passed the Undergraduate Degree Examination of this University or an examination of any other University recognized by the Karpagam University as equivalent thereto are eligible for admission to Post-Graduate degree in Management (**MBA**).

2. DURATION OF THE PROGRAM

The minimum duration of a regular MBA program is two years and its maximum duration is four years. Each academic year shall be divided into two semesters, the First and Third semesters from July to November and the Second and Fourth semester from December to April. Each semester shall have 90 working days (6 Hrs / Day) or 540 hours.

3. MEDIUM OF INSTRUCTION

The medium of instruction for all courses, examinations, seminars, presentations and project/reports shall be in English.

4. CREDITS

The prescribed credits required for the award of MBA degree shall be 104.

5. STRUCTURE OF THE PROGRAM

The program consist of Core, Elective, Summer Internship, Project (Major) and Industrial Visits/Field Visits/Out Bound Training.

a. Core

Core consists of thirteen theory courses and two practical courses.

b. Elective

- Specializations are offered in ten functional areas.
- They are Finance, Marketing, Human Resources, Systems, Entrepreneurship, Banking Management, Retail Management, International Business, Production Management and Insurance Management.
- A candidate has to select any two specialization of his/her choice.
- Each specialization consists of three electives each in third semester and fourth semester respectively.
- A candidate has to select two electives in the third and fourth semester.

c. Summer Internship

During second semester vacation each student shall undertake a Summer Internship for 30 Days. The summer internship may be a general study of all functional areas of a company or may be a functional focus on a specialized functional area of management in a company. The students shall bring the attendance certificate from the company. He /She shall also submit a detailed report for *Viva-voce* Examination.

d. Project Work (Major)

Candidates shall undergo for a Project work for a period of 25 working days during the IV semester. On completion of the project work he/she shall submit the report to the Head of the Department. The candidate shall bring the attendance certificate from the place of project work carried out. The Project Report prepared according to approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD for *Viva Voce* Exam. The report should be well documented as per the following approved guidelines,

1. Cover & Title Page
2. Certificate, Company Certificate and Declaration
3. Acknowledgement
4. List of Contents, List of Tables and List of Charts
5. Introduction of the Study
6. Review of Literature
7. Research Methodology
8. Data Analysis and Interpretation
9. Findings, Suggestions & Conclusion
10. Bibliography and Appendix

e. Industrial Visits / Field Visits/Out Bound Training

The students shall undertake Industrial Visits / Field Visits/ Out Bound Training during First, Second and Third semesters respectively.

6. MAXIMUM MARKS

The maximum marks assigned to different courses shall be as follows:

Each of the theory and practical courses shall carry a maximum of 100 marks. Out of which 40 marks is for Continuous Internal Assessment (CIA) and 60 marks for End Semester Examinations (ESE).

7. REQUIREMENTS TO APPEAR FOR THE END SEMESTER EXAMINATION (ESE)

Attendance shall be considered semester wise pattern (Not annually).

a. Ideally every student is expected to attend all classes and secure 100% attendance. However, in order to allow for certain unavoidable circumstances, the student is expected to attend at least 75% of the classes and the conduct of the candidate has been satisfactory during the course.

b. A candidate who has secured attendance between 65% and 74% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) or due to participation in University / District / State / National / International level sports or due to participation in Seminar / Conference / Workshop / Training Programme / Voluntary Service / Extension activities or similar programmes with prior permission from the Registrar shall be given exemption from prescribed attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of the Department concerned and Dean to condone the lack of attendance. The Head of the Department has to verify and certify the genuineness of the case before recommending to the Dean. However, the candidate has to pay the prescribed condonation fee to the University.

c. However, a candidate who has secured attendance less than 64% in the current semester due to any reason shall not be permitted to appear for the current semester examinations. But he/she will be permitted to appear for his/her supplementary examinations, if any and he/she has to re-do the same semester with the approval of the “Students’ Affairs Committee” and Registrar.

8. FACULTY TUTOR

To help students in planning their course of study and for general advice on the academic program, the HoD shall allot a certain number of students to a faculty to whom they shall function as faculty tutor throughout their period of study. Faculty tutors shall advise the students and monitor their conduct of behavior and academics. Problems if any, they should be counseled periodically. The Faculty tutor is also responsible to inform the parents of their wards progress. Faculty tutor shall display the cumulative attendance particulars of his / her ward students’ periodically (once in 2 weeks) on the Notice Board to enable the students to know their attendance status and satisfy the **clause 7** of this regulation.

9. CLASS COMMITTEE

Every class shall have a class committee consisting of teachers of the class concerned, student representatives (Minimum 2 boys and 2 girls of various capabilities and Maximum of 6 members) and the concerned HoD / senior faculty as a Chairperson. The objective of the Class Committee Meeting is to improve the teaching – learning process. Class committee may be convened at least once in a month. The functions of the class committee include

- Analyzing and solving problems experienced by students in the class room and in the laboratories.
- Analyzing the performance of the students of the class after each test and finding the ways and means to improve the performance.
- The class committee of a particular class of any department is normally constituted by the HoD / Chairperson of the class committee. However, if the students of different departments are mixed in a class, the class committee is to be constituted by the respective Faculty Dean.
- The class committee shall be constituted within the first week of each semester.
- The HoD / Chairperson of the class committee may convene the meeting of the class committee.
- The respective Faculty Dean may participate in any class committee meeting.
- The Chairperson is required to prepare the minutes of every meeting, and submit the same to Dean within two days after having convened the meeting. Serious issues if any shall be brought to the notice of the Registrar by the HoD / Chairperson.

10. CONTINUOUS INTERNAL ASSESSMENT (CIA)

CIA: The performance of students in each course will be continuously assessed by the respective faculty as per the guidelines given below:

Theory Courses:

S. No.	Category	Maximum Marks
1.	Attendance	5
2.	Test – I (First 2 ½ units)	10
3.	Test – II (Last 2 ½ units)	10
4.	One Journal Paper Presentation*	15
Continuous Internal Assessment : Total		40

*The Journal Paper Presentation Evaluation comprises of Subject Matter = 5 marks, Presentation = 4 marks, Visual Aids = 2 marks, Question and Discussion = 4 Marks.

Pattern of CIA Question Paper:

Instruction	Remarks
Maximum Marks	50 Marks for all Courses.
Duration	2 hrs
Part - A	15 One mark Questions (15 x 1 = 15 Marks) Question No. 1 to 15 Multiple Choice Questions

Instruction	Remarks
Part- B	3 Eight mark Questions (3 x 8 = 24 Marks) Question No. 16 to 18 will be 'either-or' type, Question No. 16: either 16 (a) or 16 (b), Question No. 17: either 17 (a) or 17 (b), Question No. 18: either 18 (a) or 18 (b)
Part- C Compulsory	One Eleven mark Question (1 x 11 = 11 Marks) Question No.19: Case Study

Practical Courses:

S. No	Category	Maximum Marks
1.	Attendance	5
2.	Observation work	5
3.	Record work	5
4.	Model Examination	20
5.	Viva – voce Examination	5
Continuous Internal Assessment: Total		40

Mark Distribution for Attendance

S. No.	Attendance %	Maximum Marks
1	91 and above	5.0
2	86 - 90	4.0
3	81 - 85	3.0
4	75 - 80	2.0
5	Less than 75	0

11. **END**

SEMESTER

EXAMINATIONS (ESE)

ESE will be held at the end of each semester for each course. The question paper is for a maximum of 60 marks.

Pattern of ESE Question Paper:

Instruction	Remarks (with online)
Maximum Marks	60 Marks
Duration	½ Hr for Online & 2 ½ Hours ESE
Part - A	20 One mark Questions (20x 1 = 20 Marks) Question No. 1 to 20 Online Multiple Choice Questions
Part- B	5 Two mark Questions (5 x 2 =10 Marks) Question No. 21 to 25 will be compulsory questions, covering all five units of the syllabus; i.e., Question No. 21: Unit - I,

Instruction	Remarks (with online)
	Question No. 22: Unit - II, Question No. 23: Unit - III, Question No. 24: Unit - IV, Question No. 25: Unit – V.
Part- C	4 Five mark Questions (4 x 5 =20 Marks) Question No. 26 to 29 will be ‘ either-or ’ type, one Question each from any four units of the syllabus; i.e., Question No. 26: either 26 (a) or 26 (b), Question No. 27: either 27 (a) or 27 (b), Question No. 28: either 28 (a) or 28 (b), Question No. 29: either 29 (a) or 29 (b)
Part- D Compulsory	One Ten mark Question (1 x 10 = 10 Marks) Question No.30: Case Study from the remaining one unit

a. Practical

The practical examination shall be conducted at the end of each semester. There shall be combined valuation. The pattern of distribution of marks shall be as given below.

Experiments	:	40 Marks
Record	:	10 Marks
<i>Viva-voce</i>	:	10 Marks
Total	:	60 Marks

Record Notebooks for Practical Examination

Candidate taking the Practical Examination should submit Bonafide Record Notebook prescribed for the Practical Examination. Otherwise the candidate will not be permitted to take the Practical Examination.

In case of failures in Practical Examination, the marks awarded for the record at the time of first appearance of the Practical Examination should remain the same at the subsequent appearance by the candidate.

c. Summer Internship/Project

The marks awarded for project shall be as follows

Summer Internship: 100 marks (4 credits) comprising of Internal 40 and External 60.

Project: 200 marks (6 credits) comprising of Internal 80 and External 120.

The evaluation of the Summer Internship/Project will be based on the Summer Internship/project report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the University. In

case anyone examiner is not available, the HoD/a Faculty nominated by the HoD shall act as an Examiner.

If a candidate fails to submit the Summer Internship/project report on or before the specified date, candidate is deemed to have failed in the Summer Internship/Project Work and shall re-appear for the same in a subsequent semester. Copy of the approved Summer Internship/project report after the successful completion of viva examinations shall be kept in the University library.

12. PASSING REQUIREMENTS

- a) Passing minimum:
 - CIA: 20 marks out of 40 marks.
 - ESE: 30 marks out of 60 marks.
- b) If a candidate fails to secure a pass in a particular course (either CIA or ESE or Both) as per clause 12.a, it is mandatory that the candidate has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same till a pass is secured both in CIA and ESE (vide Clause 2).
- c) Candidate failed in CIA will be permitted to improve CIA marks in the subsequent semesters by writing tests and by submitting Assignments.
- d) CIA marks(if it is pass) obtained by the candidate in the first appearance shall be retained by the Office of the Controller of Examinations and considered valid for all subsequent attempts till the candidate secures a pass in ESE.
- e) A candidate who is absent in ESE in a Course / Practical / Project Work after having enrolled for the same shall be considered to have **failed** in that examination.

13. AWARD OF LETTER GRADES

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each course as detailed below:

Letter grade	Marks Range	Grade Point	Description
O	91 - 100	10	OUTSTANDING
A+	81- 90	9	EXCELLENT
A	71-80	8	VERY GOOD
B+	66- 70	7	GOOD
B	61 – 65	6	ABOVE AVERAGE
C	55 - 60	5	AVERAGE

D	50 - 54	4	PASS
RA	<50	-	REAPPEARANCE
AB/AAA		-	ABSENT

14. GRADE SHEET

After the declaration of the results, Grade Sheets will be issued to each student which will contain the following details:

- i. The list of courses enrolled during the semester and the corresponding grade scored.
- i. The Grade Point Average (**GPA**) for the semester and
- iii. The Cumulative Grade Point Average (**CGPA**) of all courses enrolled from first semester onwards.

GPA of a Semester and CGPA of a program will be calculated as follows.

$$\text{GPA of a Semester} = \frac{\text{Sum of the product of the GP by the corresponding credits of the courses offered in that Semester}}{\text{Sum of the credits of the courses of that Semester}}$$

$$\text{i.e. GPA of a Semester} = \frac{\sum_i C_i G P_i}{\sum_i C_i}$$

$$\text{CGPA of the entire program} = \frac{\text{Sum of the product of the GPs by the corresponding credits of the courses offered for the entire program}}{\text{Sum of the credits of the courses of the entire program}}$$

$$\text{i.e. CGPA of the entire program} = \frac{\sum_n \sum_i C_{ni} G P_{ni}}{\sum_n \sum_i C_{ni}}$$

where,

C_i is the credit fixed for the course 'i' in any semester

$G P_i$ is the grade point obtained for the course 'i' in any semester

'n' refers to the Semester in which such courses are credited

Note: RA grade will be excluded for calculating GPA and CGPA.

15. REVALUATION

Candidate can apply for revaluation and re totaling of his / her semester examination answer script (**theory courses only**), within 2 weeks from the declaration of results, on payment of a prescribed fee. For the same, the prescribed application has to be sent to the Controller of Examinations through the HoD. **A candidate can apply for revaluation of answer scripts not exceeding 5 courses at a time.** The Controller of Examinations will arrange for the revaluation and the results will be intimated to the candidate through the concerned HoD. Revaluation is not permitted for supplementary theory courses.

16. TRANSPARENCY AND GRIEVANCE COMMITTEE

Revaluation and Re-totaling is allowed on representation (clause 15).

Student may get the Xerox copy of the answer script on payment of prescribed fee, if he / she wishes. The student may represent the grievance, if any, to the Grievance Committee, which consists of Dean of the Faculty, (if Dean is HoD, the Dean of another Faculty nominated by the University), HoD of the Department concerned, the faculty of the course and Dean from other discipline nominated by the University and the COE. If the Committee feels that the grievance is genuine, the script may be sent for external valuation; the marks awarded by the External examiner will be final. The student has to pay the prescribed fee for the same.

17. ELIGIBILITY FOR THE AWARD OF THE DEGREE

A student shall be declared to be eligible for the conferment of the Degree if he / she has successfully completed all the components in clause 5 and gained the required number of total credits as specified in the curriculum corresponding to his / her Program within the stipulated period.

- No disciplinary action is pending against him / her.
- The award of the degree must be approved by the Board of Management.

18. CLASSIFICATION OF THE DEGREE AWARDED

- a) Candidate who qualifies for the award of the Degree (vide clause 18) having passed the examination in all the courses in his / her first appearance, within the specified minimum number of semesters and securing a **CGPA not less than 8.0** shall be declared to have passed the examination in **First Class with Distinction**.
- b) Candidate who qualifies for the award of the Degree (vide clause 12) having passed the examination in all the courses within the specified maximum number of semesters (vide clause

2); securing a **CGPA not less than 6.5** shall be declared to have passed the examination in **First Class**.

c) All other candidates (not covered in clauses 18.a and 18.b) who qualify for the award of the degree (vide Clause 17) shall be declared to have passed the examination in **Second Class**.

19. PROVISION FOR WITHDRAWAL FROM END-SEMESTER EXAMINATION

a) A candidate, may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination.

b) Such withdrawal shall be permitted only once during the entire period of study of the degree program.

c) Withdrawal of application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the HoD / Dean concerned and approved by the Registrar.

d) Notwithstanding the requirement of mandatory TEN days notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merits of the case.

e) Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. This provision is not applicable to those who seek withdrawal during IV semester.

f) Withdrawal from the End semester examination is **NOT** applicable to arrears subjects of previous semesters.

g) The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

20. PROVISION FOR AUTHORIZED BREAK OF STUDY

a) Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree program. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for the break of study. If a candidate intends to temporarily discontinue the program in the middle of the semester for valid reasons, and to rejoin the program in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Registrar, but not later than the last date for registering for the end semester examination of the semester in question, through the HoD stating the reasons therefore and the probable date of rejoining the program.

- b) The candidate thus permitted to rejoin the Program after the break shall be governed by the Curriculum and Regulations in force at the time of rejoining. Such candidates may have to do additional courses as per the Regulations in force at that period of time.
- c) The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (Vide Clause 18). However, additional break of study granted will be counted for the purpose of classification.
- d) The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 2 irrespective of the period of break of study (vide clause 20.c) in order that he/she may be eligible for the award of the degree.
- e) If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' or 'Withdrawal' (Clause 19 and 20) is not applicable for this case.

21. RANKING

A candidate who qualifies for the PG Degree program passing all the Examinations in the first attempt, within the minimum period prescribed for the program of study from Semester I through Semester IV to the program shall be eligible for ranking. Such ranking will be confined to 10% of the total number of candidates qualified in that particular program of Study subject to a maximum of 10 ranks.

22. SUPPLEMENTARY EXAMINATION

Supplementary Examination will be conducted only for the final semester students within ten days from the date of publication of results for students who have failed in one theory course only. Such students shall apply with prescribed fee to the Controller of Examinations within the stipulated time.

23. DISCIPLINE

- a) Every student is required to observe disciplined and decorous behavior both inside and outside the campus and not to indulge in any activity which will tend to bring down the prestige of the University. The erring students will be referred to the disciplinary committee constituted by the University, to enquire into acts of indiscipline and recommend the University about the disciplinary action to be taken.
- b) If a student indulges in malpractice in any of the University / Internal Examination he / she shall be liable for punitive action as prescribed by the university from time to time.

24. REVISION OF REGULATIONS AND CURRICULUM

The university may revise, amend or change the Regulations and Scheme of Examination, if found necessary.

PREAMBLE

Karpagam University (earlier known as Karpagam Arts and Science College) was established in the year 1995 with an objective to impart students in the latest theories and technologies and mould the students into a complete citizen in order to face the outside world. The University is approved by the University Grants Commission, New Delhi as a Deemed University from the year 2008. It is blossomed into an institution at par of excellence in the education hub of Coimbatore. It is located in a congenial atmosphere, about 10 km away from Coimbatore city in a sprawling campus on the Coimbatore – Pollachi main road at Eachanari.

The Department of Management Studies and Research was the first Post –Graduate course started by the institution in the year 1996. It is offering two year full time MBA programme leading to a Master’s degree in Management Studies, along with M.Phil and Ph.D programmes leading to a Research Degree. The Department has an exclusive facility which is endowed with excellent infrastructure and a dedicated team of faculty members in order to train the students to meet the growing needs of the society. The Department follows a Multidisciplinary approach to provide the necessary knowledge, skill and training to the students. The activities of the school are directed towards the all round development of the individual keeping in mind the expectations of the recruiters and the challenges of the environment.

OBJECTIVE OF THE PROGRAMME:

- To build in the skills necessary for the potential managers in all the functional areas of management and to create an exposure to the latest management concepts.
- To provide an integrated approach to problem solving and decision making.
- To mould the personality of the young minds.
- To inculcate good business practices
- To expose the students to the diverse knowledge in the business environment.
- To promote the spirit of entrepreneurship among the participants.

Today the demand for business managers and leaders who can lead the business to the forefront in the competitive environment is high. Our Department fosters the knowledge and skills of the students in preparing them to face the challenges of the competitive environment and succeed, which gives

them the critical edge among competition. Our challenge is to inspire and motivate the students to enable them in achieving their goals both personal and professional.

FACULTY OF ARTS, SCIENCE AND HUMANITIES
POST-GRADUATE PROGRAMME
MASTER OF BUSINESS ADMINISTRATION
(GENERAL MANAGEMENT)
(REGULAR PROGRAMME)

Curriculum & Syllabus
(2017)

Eachanari Post, Coimbatore – 641 021 INDIA
Phone: 0422-6453777, 6471113-5, 2980011-2980018;
Fax No: 0422 – 2980022, 2980023
Email: info@karpagam.com
Web: www.kahedu.edu.in

CHOICE BASED CREDIT SYSTEM (CBCS)

**DEPARTMENT OF MANAGEMENT FACULTY OF ARTS, SCIENCE AND
HUMANITIES
PG PROGRAM (CBCS) – M.B.A. CURRICULUM
(2017–2019 Batch and onwards)**

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
SEMESTER – I										
17MBAP101	Management Principles and Organizational Behavior	I	a/b/g	4	0	0	4	40	60	100
17MBAP102	Managerial Economics	V	c/e/h	4	0	0	4	40	60	100
17MBAP103	Legal Environment for Business	I	a/b/g	4	0	0	4	40	60	100
17MBAP104	Accounting for Managers	I	a/b/g	4	1	0	4	40	60	100
17MBAP105	Quantitative Methods for Management	I	a/b/g	4	1	0	4	40	60	100
17MBAP106	#Management Practice I	V	c/f/h	2	0	0	1	50	-	50
17MBAP107	#Communication Practice I	V	c/f/h	2	0	0	1	50	-	50
17MBAP111	Computer Lab I: MS Office & Tally	I	a/b/g	0	0	4	2	40	60	100
-	**Article Representation	-	-	2	0	0	-	-	-	-
-	Library	-	-	3	0	0	-	-	-	-
Semester Total				29	2	4	24	340	360	700
SEMESTER – II										
17MBAP201	Operations Management	I	a/b/g	4	0	0	4	40	60	100
17MBAP202	Marketing Management	II	d/f/i	4	0	0	4	40	60	100
17MBAP203	Human Resource Management	V	c/e/h	4	0	0	4	40	60	100
17MBAP204	Financial Management	I	a/b/g	4	1	0	4	40	60	100

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
17MBAP205	Banking and Insurance Management	I	a/b/g	4	1	0	4	40	60	100
17MBAP206	Research Methods for Management	III	c/e/h	4	0	0	4	40	60	100
17MBAP207	#Management Practice II	V	c/e/h	2	0	0	1	50	-	50
17MBAP208	#Communication Practice II	V	c/e/h	2	0	0	1	50	-	50
17MBAP211	Computer Lab – II: SPSS	I	a/b/g	0	0	4	2	40	60	100
-	**Article Representation	-	-	2	0	0	-	-	-	-
Semester Total				30	1	4	28	380	420	800
SEMESTER – III										
17MBAP301	Strategic Business Management	I	a/b/g	4	0	0	4	40	60	100
17MBAP302	Business Ethics, Corporate Governance & Social Responsibility	I	a/b/g	4	0	0	4	40	60	100
	+Specialization I Elective 1			4	0	0	4	40	60	100
	+Specialization I Elective 2			4	0	0	4	40	60	100
	+Specialization II Elective 1			4	0	0	4	40	60	100
	+Specialization II Elective 2			4	0	0	4	40	60	100
17MBAP321	Summer Internship and Viva Voce	V	c/e/h	4	0	0	4	40	60	100
17MBAP304	#Management Practice III	V	c/e/h	2	1	0	1	50	-	50
17MBAP305	#Communication Practice III	V	c/e/h	2	0	0	1	50	-	50
-	**Article Representation	-	-	2	0	0	-	-	-	-
Semester Total				34	1	0	30	380	420	800

Course code	Name of the course	Objectives and outcomes		Instruction hours / week			Credit(s)	Maximum Marks		
		PEOs	POs	L	T	P		CIA	ESE	Total
								40	60	100
SEMESTER – IV										
	+Specialization I Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization I Elective 4	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 4	-	-	4	0	0	4	40	60	100
17MBAP491	Major Project and Viva Voce	II/IV	d/f/i	17	0	0	6	80	120	200
-	**Article Representation	-	-	2	0	0	-	-	-	-
Semester Total				35	0	0	22	240	360	600
Programme Total				-	-	-	104	1340	1560	2900

ELECTIVE LIST - SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
III	Finance	17MBAPF303A	International Financial Management	I	a/b/g
		17MBAPF303B	Strategic Cost Management	I	a/b/g
		17MBAPF303C	Financial Service Management	I	a/b/g
	Marketing Management	17MBAPM303A	Services Marketing	II	d/f/i
		17MBAPM303B	Sales and Promotional Management	II	d/f/i
		17MBAPM303C	Marketing Research and Consumer behavior	II	d/f/i
	Human Resources Management	17MBAPH303A	Human Resource Development	V	c/e/h
		17MBAPH303B	Managing Interpersonal Effectiveness	V	c/e/h
		17MBAPH303C	Organizational Development	V	c/e/h
	Systems	17MBAPS303A	System Analysis & Design	V	c/e/h
		17MBAPS303B	Emerging Trends in Technology	V	c/e/h
		17MBAPS303C	Software Development	V	c/e/h
	Entrepreneurship	17MBAPE303A	Entrepreneurial Finance	IV	d/f/i
		17MBAPE303B	Entrepreneurship Development	IV	d/f/i
		17MBAPE303C	Project management	IV	d/f/i
	Banking Management	17MBAPB303A	Fundamentals of Commercial Bank Management	I	a/b/g
		17MBAPB303B	Resource Mobilization – Deposits	I	a/b/g
		17MBAPB303C	Resource Deployment – Small Loans	I	a/b/g

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	Retail Management	17MBAPR303A	Retail Environment	II	d/f/i
		17MBAPR303B	Retail Operations, Systems and Inventory	II	d/f/i
		17MBAPR303C	Merchandising Management	II	d/f/i
	International Business	17MBAPI303A	International Marketing Management	IV	d/f/i
		17MBAPI303B	International Logistics and Documentation	IV	d/f/i
		17MBAPI303C	International Business Negotiations	IV	d/f/i
	Production Management	17MBAPP303A	Business Process Reengineering	I	a/b/g
		17MBAPP303B	Advanced Maintenance Management	I	a/b/g
		17MBAPP303C	Lean Management	I	a/b/g
	Insurance Management	17MBAPN303A	General Insurance	I	a/b/g
		17MBAPN303B	Principles and Practice of Insurance	I	a/b/g
		17MBAPN303C	Actuarial Aspects of Product Development	I	a/b/g

ELECTIVE LIST - SEMESTER IV

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
IV	Finance	17MBAPF401A	Working Capital Management	I	a/b/g
		17MBAPF401B	Security Analysis & Portfolio Management	I	a/b/g
		17MBAPF401C	Bonds, Derivatives & Commodity Market Management	I	a/b/g
	Marketing Management	17MBAPM401A	Brands and Business	II	d/f/i
		17MBAPM401B	Retail Marketing	II	d/f/i
		17MBAPM401C	Customer Relationship Management	II	d/f/i
	Human Resources Management	17MBAPH401A	Industrial Relations	V	c/e/h
		17MBAPH401B	Training and Development	V	c/e/h
		17MBAPH401C	Compensation Management	V	c/e/h
	Systems	17MBAPS401A	E-Commerce Technology & Management	V	c/e/h
		17MBAPS401B	Software Project Management	V	c/e/h
		17MBAPS401C	Enterprise Resource Planning	V	c/e/h
	Entrepreneurship	17MBAPE401A	Technology Innovation & Sustainable Enterprise for Management	IV	d/f/i
		17MBAPE401B	Business Plan & Ethics	IV	d/f/i
		17MBAPE401C	Managing Diversity	IV	d/f/i
	Banking Management	17MBAPB401A	Export and Import Financing	I	a/b/g
		17MBAPB401B	Management of Non-Performing Assets	I	a/b/g
		17MBAPB401C	Risk Management in Banks	I	a/b/g
	Retail Management	17MBAPR401A	International Retailing	II	d/f/i
		17MBAPR401B	Retail Planning	II	d/f/i
		17MBAPR401C	Retail Communication	II	d/f/i
	International Business	17MBAPI401A	Multilateral Trade Agreements and Regulations	IV	d/f/i
		17MBAPI401B	International Economics	IV	d/f/i
		17MBAPI401C	International Logistics Management	IV	d/f/i

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	Production Management	17MBAPP401A	Purchasing and Materials Management	I	a/b/g
		17MBAPP401B	Supply Chain and Logistics Management	I	a/b/g
		17MBAPP401C	Total Quality Management	I	a/b/g
	Insurance Management	17MBAPN401A	Insurance Law and Regulation	I	a/b/g
		17MBAPN401B	Reinsurance	I	a/b/g
		17MBAPN401C	Risk Management	I	a/b/g

* The internal evaluation for Management Practice and Communication Practice shall be as follows:

- Attendance = 5 marks
- Activity/Seminar = 45 marks (15 marks for Unit I, 15 Marks for Unit II and 15 Marks for Unit III. Activity/seminar will be conducted at end of each Unit)

**The internal evaluation for Article Re-presentation (Total 15 marks for each course) shall be as follows:

- Subject matter = 05 marks
- Presentation = 04 marks
- Visual aids = 02 marks
- Question & Discussions = 04 marks

+**Electives:** Students can opt for two specializations out of ten specializations and two elective courses out of three elective courses in each specialization.

*The internal evaluation of **Summer Internship & Viva voce** shall be as follows:

- Model Viva-voce = 10 marks
- Project Record = 10 marks
- Viva voce Examination (internal examiner) = 20 marks

*The internal evaluation of **Major Project & Viva voce** shall be as follows:

- Review 1 (PPT Presentation) = 15 marks
- Review 2 (PPT Presentation) = 15 marks
- Model Viva-voce = 20 marks
- Project Record = 10 marks
- Viva voce Examination (internal examiner) = 20 marks

KARPAGAM ACADEMY OF HIGHER EDUCATION
(Deemed to be University)
(Established under section 3 of UGC Act, 1956)

Programme Outcomes (POs)

Graduates of the MBA programme will be able to:

- Understanding the management and domain concepts and apply them to achieve business environmental solutions.
- Demonstrate the ability to apply multiple theoretical perspectives to address complex managerial issues required for effective problem solving and decision making in contemporary organizational environment.
- Possess the skills required to work individually and lead effectively in a team-based environment.

- d. Recognize the values and ways to identify and resolve ethical issues and apply them in organizational settings
- e. Evaluate the implications of changing environmental factors on organizational choices within a global environment
- f. Ability to effectively communicate, persuade and strategically engage diverse stakeholders within a business environment.

PROGRAMME SPECIFIC OUTCOMES (PSO)

- g. Postgraduates will develop critical thinking and conceptualization of functional knowledge of management
- h. Able to accept various responsibilities and exhibit high level of commitment to complete on time.
- i. Ability to organize events individually / team and can show creativity and unique ideas in every business solutions

Programme Educational Objectives (PEOs)

- I. To develop professional skills for life-long learning in areas of management and related fields.
- II. To enable students to acquire proficiency, a sense of professionalism, integrity and team spirit to work in diverse environments.
- III. To develop capabilities in students to independently conduct theoretical as well as applied research.
- IV. To develop sound knowledge and skill to become an intrapreneur/entrepreneur and to inculcate creativity and innovation among students
- V. To adapt to a rapidly changing environment with learned and applied new skills and become socially responsible and value driven citizens committed to sustainable development.

Program Educational Objectives	Program Outcomes								
	a	b	c	d	e	f	g	h	i
To develop professional skills for life-long learning in areas of management and related fields.	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>		
To enable students to acquire proficiency, a sense of professionalism, integrity and team spirit to work in diverse environments.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>
To develop capabilities in students to independently conduct theoretical as well as applied research.			<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
To develop sound knowledge and skill to become an intrapreneur / entrepreneur and to inculcate creativity and innovation among students	<input type="checkbox"/>			<input type="checkbox"/>					<input type="checkbox"/>
To adapt to a rapidly changing environment with learned and applied new skills and become socially responsible and value driven citizens committed to sustainable development.			<input type="checkbox"/>			<input type="checkbox"/>		<input type="checkbox"/>	

COURSE OBJECTIVES:

- To make the students familiar with basic concepts of management and human behavior in an organizational context and application of these concepts to managerial problems
- To help the students to develop cognizance of the importance of human behaviour.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.
- To provide the students to analyse specific strategic human resources demands for future action.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.
- To make the students to understand the traditional management school of thoughts, roles, responsibilities, and skills required for modern managers

COURSE OUTCOMES:**Learners should be able to**

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Analyze the complexities associated with management of the group behavior in the organization.
4. Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization.
5. Understand the application of OB using appropriate concepts, logic and rhetorical conventions.
6. Analysis functional issues and formulate best solutions

Unit I

Management Overview – Evolution of Management - Functions - Characteristics and importance of management - Role of manager – Planning - Meaning - Steps in planning - Objectives - Management by Objectives.

Unit II

Decision making: Meaning, process. Organization – Departmentalization - Manpower planning - Recruitment and selection process - Directing – Motivation Theories. Control – Need, process, steps in control.

Unit III

Organization Behavior: Meaning and definition - Fundamental concepts of OB - Contributing disciplines to the OB - Learning – Theories of Learning - Personality – Determinants of personality - Theories of Personality - Psycho-analytical, social learning, job-fit and trait theories.

Unit IV

Perception – Factors influencing perception – Selective perception - Attribution Theory – Frequently Used Shortcuts in Judging Others - Perceptual Process - Organization Errors of perception. Attitudes – Types, Functions. Values – Types. Groups - Stages of Group Development - Group Norms - Group Cohesiveness.

Unit V

Conflict – Meaning – Sources of conflict - Functional vs. Dysfunctional Conflict - Levels of Conflict – Conflict Management. Stress – Causes of stress – Effects of Occupational Stress - Coping Strategies for Stress. Organizational change - Forces for change - Resistance to change- Overcoming resistance to change.

Suggested Readings:**Text Books:**

1. Koontz and Weirich. (2010). *Essentials of Management*. (9th edition). New Delhi: Tata McGraw Hill.
2. Stephen Robbins. (2012). *Organizational Behaviour*. (11th edition). New Delhi: Prentice Hall of India.

References:

1. Rao, V.S.P., and Hari Krishna, V. (2009). *Management: Text and Case*. New Delhi: Master of Business Administration (General Management 2017 Batch) Karpagam Academy of Higher Education

Excel Books.

2. Prasad, L.M. (2013). *Principles and Practice of Management*. New Delhi: Sultan Chand and Sons.
3. Robbins, S.P. (2006). *Fundamentals of Management*. (8th edition). New Delhi: Pearson Publications.
4. Gilbert. (2008). *Management Today Principles and Practice*. New Delhi: Tata McGraw Hill.
5. Fred Luthans. (2008). *Organizational Behaviour* (4th edition). New Delhi: Tata McGraw Hill.
6. Steven.L.Mc Shane and Mary Ann Von Glinow. (2008). *Organizational Behaviour* (2nd edition). New Delhi: Tata McGraw Hill.
7. Robbins, S. P., and Judge, T.A. (2012). *Organizational Behaviour*. (11th edition). New Delhi: Prentice Hall of India.
8. Prasad, L.M. (2014). *Organizational Behaviour* (3rd edition). New Delhi: Sultan Chand and Sons.

COURSE OBJECTIVES:**To make the students**

- To provide knowledge to the students on the basic issues such as demand, supply, production efficiency and capacity utilization involved in the industrial growth and development.
- To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.
- To Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income
- To Understand the different costs of production and how they affect short and long run decisions
- To Derive the equilibrium conditions for cost minimization and profit maximization
- To illustrate the application of economic theory and methodology as an alternative in managerial decisions.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the internal and external decisions to be made by managers
2. Analyze the demand and supply conditions and assess the position of a company
3. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
4. Analyze real-world business problems with a systematic theoretical framework.
5. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.
6. Demonstrate an understanding of monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run.

Unit I

Managerial Economics - Meaning, nature and scope – Techniques of managerial economics - Managerial Economics and business decision making – Role and responsibilities of Managerial

Economist - Fundamental concepts in Managerial Economics. Objectives of Business Firms - Determinants and types of demand - Elasticity of demand - Demand Forecasting, Applications.

Unit II

Production and Costs Analysis : Production Function – Types of production function - Cobb-Douglas function - Law of Diminishing returns- Law of variable proportions - Isoquants, - Law of Supply and Elasticity of Supply, Economies and Diseconomies of scale – Cost – Concepts – Determinants - Cost curves – Revenue – Concepts – Revenue functions - Break Even Analysis.

Unit III

Product market - Market Structure - Pricing under different markets- Perfect competition, Monopoly, Duopoly, Monopolistic competition, Oligopoly - Pricing in Public Sector Undertakings.

Unit IV

Factor market and Factors Prices - Pricing decisions – Input pricing - Wages, interest, rent and profit - Cost Benefit Analysis.

Unit V

Government and Business - Need for Government intervention in the market – Monetary and Fiscal policy - Prevention and control of monopoly - National Income – Methods - Trade Cycles - Balance of trade – Balance of payments - Economic Liberalization and Business Trends.

Suggested Readings:

Text Book:

1. Varshney., and Maheshwari. (2014). *Managerial Economics*. New Delhi: Sultan Chand and Sons.
2. Mehta, P.L. (2014). *Managerial Economics*. New Delhi: Sultan Chand and sons.
3. George, N. Mankiw. (2011). *Principles of Economics*. New Delhi: Thomson Learning.

References:

1. Joel Dean. (2006). *Managerial Economics*. New Delhi: Prentice Hall of India.
2. Rangarajan. (2007). *Principles of Macro Economics*. New Delhi: Tata McGraw Hill.
3. Mote, Paul., and Gupta.(2009). *Managerial Economics*. New Delhi: Tata McGraw Hill.
4. Jhingan., M.L and Stephen, J.K. (2013). *Managerial Economics (2nd edition, reprint)*. New Delhi: Vrinda Publications.
5. Jhingan., M.L. (2013). *Managerial Economics (14th edition, reprint)*. New Delhi:

Vrinda Publications.

6. Paul A. Samuelson and William D. Nordhaus. (2006). *Economics* (19th edition). New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To understand the basics of legal concept and environment in which the present day business is carried.
- To provide an overview of important laws that have a bearing on the conduct of business in India
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms
- To understand various modes of dispute resolution in business transactions
- To Identify contract remedies
- To Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

COURSE OUTCOMES:**Learners should be able to**

1. Appreciate the importance of law and legal institutions in business
2. Understand the laws relating to contract, consumer protection, competition, companies and dispute resolution
3. Demonstrate recognition of the requirements of the contract agreement
4. Demonstrate understanding of contract consideration and capacity
5. Apply basic legal knowledge to business transactions.
6. Illustrate the consumer legislations towards consumer protection and Environment protection

Unit 1:

Indian Contract Act – Contract – Offer and Acceptance – Capacity of Contract – Consideration - Free Consent – Performance and Discharge of Contract – Contract of Agency –Negotiable Instruments - Types of Negotiable Instruments.

Unit II:

Companies Act – Nature and Kinds of Companies Act- Companies Act 2013 – Memorandum of Association – Articles of Association – Prospectus – Types of Meetings – Winding Up of Company.

Unit III:

Industrial Law – Factories Act – Workmen Compensation Act – ESI Act – Payment of Wages Act – Trade Union Act.

Unit IV:

Income Tax Act - Overview of IT Act – Structure of IT Department – Corporate Tax Planning - Value Added Tax – GST.

Unit V:

Law Related To General Public - Consumer Protection Act - Information Technology Act - Right to Information Act – Environmental (Protection) Act.

Suggested Readings:**Text Books:**

1. Kapoor, N.D. (2014). *Elements of Mercantile Law*. New Delhi: Sultan Chand and Sons.
2. Kubendran, V. (2014). *Legal Aspects of Business*. Bangalore: SciTech Publications.

References:

1. Sen., and Mitra. (2010). *Commercial and Industrial Law*. New Delhi: Taxman Publication.
2. Shukla, M.C. (2011). *Mercantile Law*. New Delhi: Sultan Chand and Sons.
3. Gulshan, S.S. (2012). *Business Law*. New Delhi: Excel Books.

COURSE OBJECTIVES:**To make the students**

- To acquire reasonable knowledge in principles of accounting.
- To analysis and evaluate financial statements for business decisions.
- To facilitate an understanding about accounting as an information system and also the language of the business.
- To familiarize the participants with various financial tools and techniques that will facilitate the participants→ in enhancing their analytical power to make rational decisions related to business
- To be familiar with basic accounting issues related to the sole proprietorship and partnership forms of business organization.
- To know the cost-volume-profit techniques and its application to determine optimal managerial decisions

COURSE OUTCOMES:**Learners should be able to**

1. Analyze and Interpret the financial statements of a company as the course unfolds, participants will develop a skill in interpreting the financials of the company, and this ability of analyzing will enable the participants to deal more effectively with strategic options for their businesses.
2. Demonstrate an understanding of the difference between financial and management accounting as well as the relationship between the two.
3. Prepare and interpret special purpose management reports.
4. Identify and utilize relevant costing information for special decision-making.
5. Explain how financial transactions are processed through the accounting information system each accounting period.
6. Understand the concept of Cash Flow Statement and Cash from Operations

Unit I

Introduction to Financial, Cost and Management Accounting - Financial accounting Vs Management accounting - Objectives and functions of Management Accounting - Generally accepted accounting principles, Conventions and Concepts – Journal – Ledger - Trial Balance.

Unit II

Final Accounts – Trading Account - Profit and Loss account - Balance sheet - Financial Statement Analysis – Objectives – Comparative Statements, Common-size statement, Trend Percentages.

Unit III

Costing – Basic concepts – Elements of costing – Cost centre concepts – Types of costing – Cost concept for planning and control - Preparation of Cost Sheet- Cost Accounting Systems: Job costing - Process costing - Activity Based Costing- Target costing.

Unit IV

Analysis of Financial Statements - Ratio Analysis, Meaning, Nature, Uses, Limitations, Classification of Ratios - Liquidity, Solvency and Profitability ratios, Interpretation of Ratios; Funds Flow Statement, Meaning and Concept of Funds, Flow of Funds, Uses and Significance of Funds Flow Statement, Limitations of Funds Flow Statement, Statement of Schedule of Changes in Working Capital, Funds From Operation.

Unit V

Cash Flow Statement, Classification of Cash Flows, Comparison between Funds Flow Statement and Cash Flow Statement, Uses and significance of Cash Flow Statement, Computation of Cash Flow Statement and Cash from Operations.

Note: Problems 60 Marks and Theory 40 Marks.

Suggested Readings:**Text Book:**

1. Sharma, R.K., and Gupta, K Shashi. (2014).*Management Accounting*. Ludhiana: Kalyani Publishers.
2. Jain., and Narang. (2014).*Financial Accounting*. Ludhiana: Kalyani Publishers.

References:

1. Kuppapally, J. Jelsy. (2009). *Accounting for Managers* (1st edition). New Delhi: Prentice Hall of India.
2. Jan Williams. (2011). *Financial and Managerial Accounting – The basis for business Decisions* (15th edition). New Delhi: Tata McGraw Hill.
3. Stice and Stice. (2010). *Financial Accounting Reporting and Analysis* (8th edition). Cengage Learning.
4. Singhvi Bodhanwala. (2009). *Management Accounting - Text and cases*. New Delhi: Prentice Hall of India.
5. Battacharya, K.Ashish. (2009). *Introduction to Financial Statement Analysis*. Elsevier.
6. Maheswari, S.N. (2009). *Management Accounting*. Sultan Chand and Sons, New Delhi.

COURSE OBJECTIVES:

To make the students

- To familiar with the statistical and mathematical techniques and their applications.
- To understand the principles and techniques of Operations Research and their applications
- To Understand why statistics are important for making business
- To Understand why statistics are important for making business decisions
- To apply quantitative techniques to solve a variety of business problems
- To conduct statistical estimation and hypothesis testing with statistical tools and techniques.

COURSE OUTCOMES:

Learners should be able to

1. Understand statistical inference in relation to international business decision-making
2. Analyse output from both specialist and general office software
3. Produce quantitative analysis using specialist software
4. Convey the results of quantitative analysis
5. Demonstrate their competence and confidence in using inferential statistics in general and to the use of significance testing in particular
6. Develop skills to design business model and Analytics projects

Unit I

Role of mathematics and statistics in business decisions - Statistics – Meaning – Scope - Functions, limitations, uses and Misuse of statistics. Classification and Tabulation of data, Univariate data

analysis: Mean and Standard deviation, Shape of distributions – Skewness and kurtosis, Introduction to bivariate data analysis.

Unit II

Correlation: Types of Correlation, Correlation coefficient – Degrees of correlation coefficient – Methods of finding correlation coefficient - Scatter diagram - Karl Pearson's co-efficient of correlation - Spearman's Rank correlation. Regression: Regression lines - Regression equations - regression co-efficient - Methods of forming the Regression equations.

Unit III

Probability: Concepts, definitions - Addition and multiplication rules (only statements) - Business problems. Probability distributions: Binomial distribution - Poisson distribution and normal distribution - Business problems.

Unit IV

Transportation problem - Mathematical formulation of Transportation problem - Initial Basic Feasible solution - Optimum solution for non degeneracy and degeneracy models - Unbalanced Transportation problems and Maximization case in Transportation problem. The Assignment problem - Mathematical formulation of Assignment problem – Hungarian method – Unbalanced Assignment problem - Maximization case in Assignment problem.

Unit V

Queuing theory: Introduction – Characteristics of queuing system – Single server finite and infinite capacity models. Game Theory: Two Person-Zero-Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

Note: Problems 60 Marks and Theory 40 Marks.

Suggested Readings:

Text Books:

1. Richard Levin., and David Rubin. (2012). *Statistics for Management*. New Delhi: Prentice Hall.
2. Sharma, J.K. (2013). *Operations Research - Theory and Applications*. New Delhi: MacMillan Publishers India Pvt Ltd.

References:

1. Pillai, R.S.N., and Bagavathy. (2010). *Statistics*. New Delhi: S. Chand and Company Ltd.
2. Srivastava, T.N., and Rego, S. (2012). *Statistics for Management (2nd edition)*.

New Delhi: McGraw Hill Education.

3. Aczel, A.D., and Soundarpandian, J. (2012). *Complete Business Statistics* (7th edition). New Delhi: McGraw Hill Education.
4. Gupta, S.P. (2014). *Statistical Methods*. New Delhi: Sultan Chand and Sons.
5. Anand Sharma. (2010). *Operations Research*. New Delhi: Himalaya Publishing House.
6. Franks, S. Buknick Mcleavey., and Richard Mojena. (2010): *Principles of Operations Research for Management*. New Delhi: AITBS Publishers.
7. Kanthi Swarup., Gupta, P.K., and Man Mohan. (2010). *Operations Research*. New Delhi: Sultan Chand and Sons.
8. Kapoor, V.K. (2014). *Operation Research Techniques for Management*. (5th edition). New Delhi: Sultan Chand and Sons.

COURSE OBJECTIVES:**To make the students**

- To develop knowledge and skills necessary to manage various components of a practice that includes organization, administration, communication, and managerial aspects.
- To bring improvements in Interpersonal Skills and Practice-Based Learning
- To Identify the key competencies needed to be an effective manager.
- To Provide the students with the capability to apply theoretical knowledge in simulated and real-life settings.
- To Develop the students' ability to work in teams.
- To Understand the major internal external features of a business system

COURSE OUTCOMES:**Learners should be able to**

1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
2. Understand the major internal features of a business system and the environment in which it operates.
3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
4. Conduct topic and case analysis to apply theoretical concepts.
5. Prepare and present structured presentations and reports.
6. Evaluate, classify, imagine and plan the successful management practices.

Unit I Interpersonal Skills

Decision Skills: Group decision making (strengths and weaknesses), Developing characteristics of charismatic and transformational leadership. Emotional intelligence and leadership effectiveness - Self awareness, self management, self motivation, empathy and social skills

Negotiation skills- Preparation and planning, definition of ground rules, clarification and justification, bargaining and problem solving, closure and implementation.

Unit II Conflict Management skills

Types of conflict (intrapersonal, Intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and assertiveness training, Conflict stimulation and conflict resolution techniques for effective management.

Unit III Empowerment Skills

Stimulating innovation and change - Coping with —temporariness, Network culture, Power tactics and power in groups (coalitions), Managerial empowerment and entrepreneurship, Prevention of moral dwarfism especially terrorism, Altruism (pro-social behaviour/helping behaviour), Spirituality - Strong sense of purpose - Trust and respect- Humanistic practices - Toleration of fellow human beings expressions.

Suggested Readings:

References:

1. Swaminathan, V.D., and Kaliappan, K.V. (2001). *Psychology for Effective Living*. (2nd edition). Chennai: The Madras Psychology Society.
2. Robbins, S.B. (2012). *Organizational Behaviour*. (15th edition). New Delhi: Prentice Hall of India.
3. Hurlock, E.B. (2006). *Personality Development* (28th Reprint). New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To Apply appropriate communication skills across settings, purposes, and audiences.
- To Demonstrate knowledge of communication theory and application.
- To Practice critical thinking to develop innovative and well-founded perspectives related to the students' emphases.
- To Build and maintain healthy and effective relationships.
- To Use technology to communicate effectively in various settings and contexts.
- To Demonstrate appropriate and professional ethical behavior.

COURSE OUTCOMES:**Learners should be able to**

1. Demonstrate critical and innovative thinking.
2. Display competence in oral, written, and visual communication.
3. Apply communication theories.
4. Show an understanding of opportunities in the field of communication.
5. Use current technology related to the communication field.
6. Respond effectively to cultural communication differences.
7. Communicate ethically.
8. Demonstrate positive group communication exchanges.

Unit I

Communication - Meaning and significance for management- Types of communication- Media – Barriers to communication - Norms for Business letters - Letter for different kinds of situations. Personalized standard letter, enquiries, customer's complaints, collection letters – Sales promotional letters.

Unit II

Report writing - Formal and informal reports - Writing research reports and technical reports- Principles of effective communication - Structuring the resume / report – Report writing / E-mail communication- Norms for e-mail.

Unit III

Communication - Face to face communication – Telephonic conversation - Spoken English – Principles of pronunciation – Fluency and correctness - Confidence and skills in using English – Asking questions – Listening skills.

Suggested Readings:

Text Books:

1. Lesikar, Raymond V., John D Pettit., and Mary E Flatly Lesikar's. (2007). *Basic Business Communication* (11th edition). New Delhi: Tata McGraw-Hill.
2. Gerson, Sharan J., and Steven M Gerson. (2013). *Technical Writing: Process and Product* (8th edition). New Delhi: Pearson Education.

References:

1. Leena, Sen. (2007). *Communication Skills* (2nd edition). New Delhi: PHI Learning Pvt Ltd.
2. Raymond, V. Lesikar's. (2008). *Basic Business Communication* (8th edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
3. Kitty, O. Locker., and Stephen Kyo Kaczmarek, (2007). *Business communication Building Critical Skills* (5th edition). New Delhi: Tata McGraw Hill.
4. Rajendra Pal., and Korlahali. (2007). *Business Communication* (11th edition). New Delhi: Nisha Publishers.

COURSE OBJECTIVES:**To make the students**

- To impart them with computer knowledge as well as to work on computers in order to complete the task in time, systematically and in a short period of time.
- To give students an in-depth understanding of why computers are essential components in business, education and society.
- To provide hands-on use of Microsoft Office applications Word, Excel, Access and PowerPoint. Completion of the assignments will result in MS Office applications knowledge and skills.
- To Provide foundational or “computer literacy” curriculum that prepares students for life-long learning of computer concepts and skills.
- To facilitate the understanding of accounting package and its application.
- To provide hands-on usage of MS-office to creating new word documents including features like tables, charts and references.

COURSE OUTCOMES:**Learners should be able to**

1. Describe the usage of computers and why computers are essential components in business and society.
2. Utilize the Internet Web resources and evaluate on-line e-business system.
3. Solve common business problems using appropriate Information Technology applications and systems.
4. Identify categories of programs, system software and applications. Organize and work with files and folders.

5. Describe various types of networks network standards and communication software.
6. Stimulate their Critical thinking by designing and developing clean and lucid writing skills.

Unit I

Components of Computer – Introduction to MS Office - Word – Creating a new documents with templates and wizards- Using Key Board Short cuts – Symbols and Pictures – Text Management.

Unit II

Introduction to Excel – Working with work sheets – Calculation using formulas work sheet formatting – Types of Charts – Formatting and printing – Chart elements.

Unit III

Introduction to Power Point – Creating New Presentations - Presentation using Graphics – Slide Transition and Adding Sounds Using action Buttons.

Unit IV

Internet and World Wide Web: Introduction to Internet – Internet access – Internet Addressing – Introduction and use of E-mail working of E-mail – E-mail names and address- Working in Blogs.

Unit V

Accounting Package Tally: Introduction to tally – Create a company – Creating groups and ledger accounts – Account Voucher creation – Statement of accounts – Inventory reports display.

Suggested Readings:

Text book:

1. Rajaraman, V. (2009). *Fundamentals of Computer* (4th edition). New Delhi: Prentice Hall of India Pvt Ltd.

Reference:

1. Sinha,P.K. (2008). *Fundamentals of Computer* (6th edition). New Delhi: BPB publication.

COURSE OBJECTIVES:**To make the students**

- To understand the Operations management and operation strategy concepts and its application in business.
- To recognize the importance factory location, plant location, Plant layout and facility layout.
- To formulate the production planning and control systems and ensure efficient scheduling for production.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To understand the concept of Materials Management – functions – material planning and budgeting and Material Requirement planning
- To understand and apply the forecasting techniques in estimating the requirement of resources.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the core features of the operations and production management function
2. Evaluate and decide the best plant and factory location and layout.
3. Obtain the knowledge of applying a quality management tools to improve organizational effectiveness.
4. Overall idea of having this course is to make aware of various business combinations, location, layout, total quality management.
5. This course will provide critical understanding of operations management concepts that yield a competitive advantage through operational excellence.
6. Creating and delivering products & services to customers and improving process & supply chain performance.

Unit I

Operations Management – Meaning – Importance – Historical contributions – Functions of OM

– Differences between Production and Operations Management – Recent trends in Production and Operations - Types of Production Systems, Common manufacturing process - Product Design and Process selection.

Unit II

Facility Location – Facility Layout planning and Designing, Routing. Types of layout – Product Layout, Process Layout. Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing.

Unit III

Capacity Planning and Control — Functions - Determinants of Effective Capacity planning – Forecasting Demand for Capacity Planning, Capacity Control– Aggregate planning – Master Production Schedule (MPS) – Material Requirement Planning (MRP) – Period order quantity - Bill Of Material (BOM) – Capacity Requirement Planning (CRP) –An Introduction to MRP II and Enterprise Resource Planning (ERP).

Unit IV

Materials Management – Functions – Material planning and budgeting – Value Analysis - purchase functions and procedure - Inventory control – Types of inventory – Safety stock – Order point –Inventory control systems – Perpetual – Periodic – JIT – KANBAN.

Unit V

Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.

Note: Problems 20 Marks and Theory 80 Marks

Suggested Readings:

Text Book:

1. Chary, S.N. (2009). *Production and Operations Management* (3rd edition). New Delhi: TMH Publications.
2. Buffa, E.S. (2009). *Modern Production and Operations Management* (8th edition), Wiley India.

References:

1. Adam, E. E and Ebert. (2009). *Production and Operations Management* (5th edition). New Delhi: PHI publication.
2. Joseph G Monks. (2004). *Operations Management (Theory and Problems)* (2nd

- edition). New Delhi: McGraw Hill.
3. Pannerselvam. (2012). *Production and Operations Management* (2nd edition). New Delhi: PHI,
 4. Krajewski, L.J and Ritzman L.P. (2008). *Operations Management: Process and Value Chain* (9th edition). New Delhi: PHI.
 5. Krajewski, L.J and Ritzman L.P. (2007). *Operations Management: Strategy and Analysis* (7th edition). Addison Wesley.
 6. Chase, Aquilano and Jacobs. (2009). *Production and Operations Management* (13th edition). New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To understand the marketing concepts and conduct market analysis through environment scanning
- To recognize and apply market segmentation branding and New Product development concepts in real situations.
- To identify the importance of selecting the marketing channel and the pricing strategies and its applications.
- To recognize the role of advertising, sales promotion, public relations, and market research in the success of marketing a product.
- To understand the ethical issues related to marketing and the latest development in marketing.
- To analysis Customer relationship marketing, Customer database, identifying and analyzing competitors.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis by identifying the best marketing mix.
3. Understand the latest trends in marketing and apply the ethical norms in marketing domain.
4. Effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to the team members. to understand the techniques involved in promoting and branding products
5. To understand the evolution and principles of Marketing Management .To understand the competitive strategy for leader, follower & niche's.
6. Analyze the importance of consumer buying motives & consumer behavior, Designing competitive strategies for Leaders

Unit I

Marketing - Definition – Market - Conceptual framework - Marketing Environment: Internal and External – Marketing Functions – E-Marketing, Green Marketing.

Unit II

Buyer behavior - Factors influencing buyer behavior - Process, Market segmentation – Levels - bases, targeting – Patterns, positioning and differentiation, Tools of product differentiation.

Unit III

Marketing mix - Product mix – Levels of product - New product development - Product line – brand - Product life cycle, Packing, Price mix - Methods and strategies.

Unit IV

Place Mix - Channel System – Flows - Channel Design - Promotion Mix – Personal selling - Advertising – Types – Media, Sales promotion – Tools, Public Relations - Tools - Direct Marketing.

Unit V

Customer relationship marketing - Customer database, identifying and analyzing competitors - Designing competitive strategies for Leaders, Challengers, Followers and Niche's - Attracting and retaining customers.

Suggested Readings:**Text book:**

1. Kotler, P., and Keller. (2014). *Marketing Management*. (14th edition). New Delhi: PHI.
2. Bagavathi R.S.N.P. (2013). *Marketing Management*. New Delhi: S.Chand and Company Ltd,

References:

1. Saxena R. (2008) *Marketing Management* (2nd edition). New Delhi: Tata McGraw Hill.
2. Ramasamy., and Namakumari. (2008). *Marketing Management*. New York: MacMillan India Ltd.
3. Sherlekar, (2009). *Marketing Management* (14th edition). Mumbai: Himalaya Publication House.
4. Chandrasekar, K.S. (2010). *Marketing Management*. Tata McGraw Hill,

COURSE OBJECTIVES:**To make the students**

- To acquire knowledge in human resource management, HR audit, and HR analytics.
- To gain knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To understand the concepts and practical implications of performance management, Training methods and career planning.
- To know about compensation and reward management and its practice in industry.
- To be familiar with Employee relations and its application for the development of Human resources.
- To understand the methods to improve quality of work life.

COURSE OUTCOMES:**Learners should be able to**

1. Assess the job analysis for a profile and understand its linkage with HR planning
2. Evaluate the training needs and draft a training programme.
3. Understand the compensation and reward system applicable to the industry based and understand its linkage with performance management
4. Understand and apply the appropriate employee relations measures and Recruitment process, Learning organization Auditing HR functions
5. Understand the HR functions and latest developments in the field of HR and effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to different audiences.
6. Make any manager to identify various activities related to Human Resources, Job involved in HR, Training, Compensation and Labour welfare practices

Unit I

Human resource management - Importance, Objectives and Functions of HRM; HR Planning – factors affecting HR Planning – Human Resource Information System (HRIS) - Changing

environments of HRM - Using HRM to attain competitive advantage - Qualities and role of HR managers - Trends in HRM.

Unit II

Job analysis and Design – Process of Job Analysis - Job description, Job specification, Job rotation, Job enrichment- Job enlargement – Job enhancement - Recruitment and selection: Sources of recruitment, Recruitment process – Process of selection - Induction and Placement.

Unit III

Orientation – Socialization – Process of socialization – Strategies. Training – Training process - Performance appraisal- Process – Traditional and Modern Methods - 360^o - 720^o feedback – Ethics of performance appraisal.

Unit IV

Job evaluation – Process – Wages and Salary administration- Concepts of different wages – Basic wage plan – Executive compensation, Components, Wage differentials – Monetary and Non-monetary incentives - Competency mapping – Importance and methods.

Unit V

Quality of Work life – Concepts – Methods to improve quality of work life – Benefits – Challenges. Knowledge management – Learning organization Auditing HR functions - Future of HRM function, International HRM – Global differences and similarities in HR Practices – Cross culture HR activities - Application of IT in various HRM functions.

Suggested Readings:

Text Book:

1. Dessler, G. (2011). *Human Resource Management* (11th edition). New Delhi: Prentice Hall of India Pvt, Ltd,
2. Aswathappa, K. (2013). *Human Resource Management* (6th edition). New Delhi: Tata McGraw Hill

Reference:

1. Rao V.S.P. (2014). *Human Resource Management- Texts and Cases* (2nd edition). New Delhi: Excel Books.
2. Scott., Snell., George and Bohlander. (2010). *Human Resource Management - A South Asian Perspective*, (16th edition). Cengage Learning.

3. Klerman, (2008). *Human Resource Management*, Biztantra.

COURSE OBJECTIVES:**To make the students**

- To understand the financial management concept and its importance and its applications in business, their relationship with the business environment and the role and functions of chief financial officer.
- To know the concept of time value of money and the rationale for using the time value of money concept in capital budgeting techniques for evaluations of business proposals.
- To recognize the availability of different source of capital and computation of cost of capital.
- To recognize the importance of financial leverage, dividend policies and capital structure theories and its application in business.
- To comprehend on the importance capital structure, the factors which influence the dividend policy
- To understand the factors affecting working capital requirements

COURSE OUTCOMES:**Learners should be able to**

1. Understand the role of a financial manager, and their role in taking decisions professionally.
2. Demonstrate knowledge and compute value of money over time and apply the concept to Evaluate the business proposal applying capital budgeting techniques
3. Compute the cost of capital and financial leverage to estimate the optimal capital structure.
4. Comprehend the knowledge of assessing the working of organization to assess the liquidity position of the firm.
5. Discover the knowledge on capital structure, and the determination of dividend policy
6. Develop analytical skills which facilitate the financial decision making in business situations

Unit I

Financial Management, Objectives, Functions, Role of Financial Management, Risk - Return Relationship, Sources of Long Term Finance, Capital Market in India.

Unit II

Time Value of Money, Capital Budgeting- Methods of Appraisal- Pay Back Method, Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index.

Unit III

Cost of Capital, Determining component cost of capital, Specific cost of Capital, Overall Cost of Capital, Cost of Equity Capital, Cost of Preference Capital, Cost of Debt, Cost of Retained earnings and Weighted Average Cost of Capital.

Unit IV

Working Capital Management, Current asset and liability decision, Factors affecting working capital requirements, components of working capital, forecasting working capital requirements.

Unit V

Capital Structure, Optimum Capital Structure, EBIT - EPS Analysis - Leverage - Dividend Policy, Factors determining Dividend Policy.

Note: Mark distribution - Problems 40 marks and Theory 60 marks.

Suggested Readings:**Text Book:**

1. Pandey. I.M. (2013). *Financial Management* (9th edition). New Delhi: Vikas Publishing House.
2. Chandra, P. (2012). *Financial Management* (7th edition). New Delhi: Tata McGraw Hill.

References:

1. Khan, M.K. and Jain, P.K.(2011). *Financial Management*. (6th edition).New Delhi: Tata McGraw Hill.
2. Vanhorne, J. C and Wachowicz, J .M Jr . (2012). *Fundamentals of Financial Management*. (11th edition). New Delhi: Pearson Education Limited.
3. Gitman. L. J, (2014). *Principles of Managerial Finance*. (14th edition). New Delhi: Pearson Education limited.
4. Periasamy .P, (2011). *Financial Management*. (3rd editon).Chennai: Vijay Nichole Imprints.
5. Srivatsava, Mishra. (2011). *Financial Management*, Oxford University Press.

COURSE OBJECTIVES:**To make the students**

- To understand the various services offered and various risks faced by banks To make them aware of various banking innovations after nationalization
- To give them an overview about insurance market
- To gain a comprehensive knowledge on the procedural formalities in dealing with different types of customers.
- To develop a perfect understanding of the procedure and precautions to be adopted by bankers in dealing with different types of securities.
- To understand competent in creating different types of charges and documentation in respect of different types of borrowers against various types of securities.
- To apply the Concept of banking and insurance, its products in lifelong practice.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the commercial banking systems, structure, nationalization and banking sector reforms.
2. Develop better understanding on different types of deposits, their benefits as well as on advances
3. Know the procedural formalities in dealing with different types of customers viz., sole traders, partnership firms, joint stock companies etc.,
4. Develop a perfect theoretical knowledge on modes of creation of charges and documentation.
5. Develop an understanding of basic concepts of banking and insurance and career opportunities available after this course
6. Demonstrate a critical understanding of insurance market and develop strategies to strengthen the insurance dealings

Unit I

Indian Financial System: Introduction- Role of financial institutions and markets- Functions of financial markets- Instruments of financial markets- Recent developments in Indian Financial System. Indian Banking System: Evaluation of Banking Institutions - Different Banking Institutions in India- Role and functions- Regulatory framework of Banking in India; Functions of Commercial Banks.

Unit II

Loans and Advances: Principles of sound bank lending- Different types of loans- Credit appraisal techniques; Credit management and credit monitoring – Recent trends in credit management - Liquidity Management - Asset liability management- Securitizations- Incentives and benefits of Asset securitization; Bank Assurance: Banc assurance Models - Benefits for banks and insurance companies; Mutual funds, their types, Electronic Banking.

Unit III

Introduction of Insurance: Nature of insurance - Purpose and need of insurance – Classification of insurance - How insurance works- Insurance and economic development - Career opportunity in Insurance Sector. Risk Management: What are Risk- Perils and Hazards-Types of risk-Sources of risk - Method of handling risk.

Unit IV

Insurance Market – Different types of life insurance plans - Operations of insurance companies - Specialist insurance companies – Provisions of IRDA Act 1999 - Role of regulators – New trends in Insurance Market.

Unit V

Principles of General Insurance: Utmost good faith – Features - Breaches of utmost good faith - Insurable interest - Meaning – Features - How insurable interest is created - When insurance interest should exist - Indemnity - How indemnity is provided - Measure of indemnity.

Suggested Readings:**Text Book:**

1. Gurusamy, S. (2009). *Banking Theory Law and Practice*. Uttar Pradesh: Tata McGraw Hill.

Reference Books:

1. Gup, B. E and Kolari, J. W. (2005) .*Commercial Banking: The Management of Risks*. New Delhi: Wiley India.
2. Justin Paul, J and Suresh, P. (2010). *Management of Banking and Financial Services*. New Delhi: Pearson Education.
3. Reddy, B.P. N and. Dasaraju, H. (2011). *Dynamics of Commercial Banks in India*, Florida: Associated Publishers.

COURSE OBJECTIVES:**To make the students**

- To understand the basic framework of research and research process and its important in business decision.
- To develop an understanding of various research designs and sampling techniques and its application.
- To identify appropriate sources of information and methods of data collection for solving a business issue.
- To understand the selection of appropriate tools to analyse the quantitative and qualitative data.
- To understand the ethical norms for research and select the best type of research report and be familiar with the content to be included in the report.
- To understand about Attitude Measurement and Scaling.

COURSE OUTCOMES:**Learners should be able to**

1. Assess the best suitable research type and formulate the research objective for the business problem.
2. Formulate the suitable research designs and select appropriate sampling techniques for the research.
3. Select the appropriate data collection method for solving the business issue and decide the appropriate measurement scale for designing the instrument for data collection.
4. Apply appropriate analytical tools for the data collected and formulate a suitable suggestion for the business problem.
5. Demonstrate capabilities of team work, problem-solving, critical thinking, and communication skills and design a suitable research report based on the ethical norms of research.
6. Understand Norms for Using Tables, Charts and Diagrams.

Unit I

Research Methodology: Meaning – Objectives - Scope and Significance- Types of research- Characteristics of good research - Criteria for good research - Objectivity in research – Research strategies - Research process – Research in management decisions - Problems encountered by Researchers in India.

Unit II

Research Design: Meaning- Classification- Features – Importance - Steps in research design - Selection of research problem - Sample design - Meaning- Concepts - Steps in sampling - Criteria for good sample design – Types of sampling – Probability and Non probability sampling techniques – Sample size - Determination of sample size.

Unit III

Data collection : Types of data - Methods of data collection – Collection of primary data – Sources of secondary data - Constructing questionnaire - Pilot study - Case study - Data processing: Coding - Editing - and tabulation of data - Measurement - Meaning – Need- Errors in measurement - Scaling techniques - Meaning - Types of scales - Scale construction techniques.

Unit IV

Data Analysis: Hypothesis – Meaning – Types – Procedure of testing hypothesis - Test of Significance - Assumptions about parametric and non-parametric tests. Parametric tests - Non-Parametric Tests: One sample run Test - Sign Test, Run test for randomness - Chi-Square Test, ANOVA, - Multivariate analysis – Factor analysis – Cluster analysis – Discriminant analysis, and Multiple regression analysis.

Unit V

Interpretation- Meaning – Techniques - Report Writing- Significance, Steps in report writing- Layout of report - Mechanics of report writing- Precautions for Writing Report - Types of Reports - Oral Presentation- Executive Summary – Writing an abstract - Norms for Using Tables, Charts and Diagrams. Appendix: Norms for using index and bibliography- Conventions relating to preparation of research reports.

Note: Problems 20 Marks (Unit – IV) and Theory 80 Marks

Suggested Readings:**Text Books:**

1. Paneerselvam, R. (2014). *Research Methodology*. New Delhi: Prentice Hall of India Pvt

Ltd.

2. Kothari, C.R. (2008). *Research Methodology: Methods and Techniques*. New Delhi: New Age International Pvt Ltd.
3. Deepak Chawala and Neena Sondhi. (2011). *Research Methodology Concepts and Cases*. New Delhi: Vikas Publishing House Pvt Ltd.

References:

1. Donald R. Cooper and Pamela S. Schindler. (2010). *Business Research Methods* (12th edition). Tata McGraw Hill.
2. Bill Taylor. (2007). *Research Methodology: A Guide for Researchers in Management and Social Science*. New Delhi: Prentice Hall of India Pvt Ltd.
3. William Zikmund. (2013). *Business Research Methods*. Mason: South Western Publishers.
4. Uma Sekaran. (2010). *Research Methods for Business*. New Delhi: Wiley India.

COURSE OBJECTIVES:**To make the students**

- To develop knowledge and skills necessary to manage various components of a practice that includes organization, administration, communication, and managerial aspects.
- To bring improvements in Interpersonal Skills and Practice-Based Learning
- To Identify the key competencies needed to be an effective manager.
- To Provide the students with the capability to apply theoretical knowledge in simulated and real-life settings.
- To Develop the students' ability to work in teams.
- To familiarize the students about the Quality Management System.

COURSE OUTCOMES:**Learners should be able to**

1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
2. Understand the major internal features of a business system and the environment in which it operates.
3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
4. Conduct topic and case analysis to apply theoretical concepts.
5. Prepare and present structured presentations and reports.
6. Evaluate, classify, imagine and plan the successful management practices.

Unit I

Time management – Identifying time wasters – Procrastination – Delegation – Time management tools – Time structuring - Day to day time management techniques

Unit II

Leadership Techniques – Conflict resolution – Assertiveness – Team building – Team spirit – Interpersonal skills – Intrapersonal skills - Group interactive skills – Getting organized.

Unit III

Self confidence, positive attitude, identifying negative thoughts, communication, team player, critical thinking and problem solving, coping with pressure, flexibility, ability to accept constructive feedback, strong work ethic.

Suggested Readings:**References:**

1. Swaminathan. V.D and Kaliappan. K.V. (2001). *Psychology for Effective Living*. Chennai: The Madras Psychology Society.
2. Robbins, S.B. (2012). *Organizational Behaviour*. New Delhi: Prentice Hall of India.
3. Hurlock, E.B. (2006) *.Personality Development*. New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To familiar with Verbal communication and Non - Verbal communication.
- To understand presentation skills and its importance.
- To to be familiar with body language and facial expressions.
- To comprehend on the requirement of the industry like attitude, language, behaviour, body language, learning style etc.
- To train the student on corporate etiquettes, professional skills, English language.
- To equip the students to draft resume, face the Group discussion and interview.

COURSE OUTCOMES:**Learners should be able to**

1. Organize and participate in public meetings
2. Develop powerful and effective presentations
3. Gain confidence in giving and receiving feedbacks
4. Students attain competence in functional use of communication during both academic and non-academic life situations.
5. To draft effective business correspondence with brevity and clarity.
6. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

Unit I

Non-verbal communication - Personal appearance - Posture - Body language - Visual and audio visual aids for communication - Conducting Meetings: Procedure – Preparing Agenda, drafting minutes and resolution, letter writing.

Unit II

Presentation Skills – Elements of an effective presentation – Structure of a presentation- presentation tools – Voice Modulation – Audience analysis - Developing and delivering powerful presentations.

Unit III

Effective and ineffective communication - Free speech – Giving and receiving feedbacks – Identifying communication styles – Accelerated learning – Memory techniques – Speed reading – Mind mapping – Relaxation techniques.

Suggested Readings:**References:**

1. Sen, L. (2007). *Communication Skills*. (2nd edition). New Delhi: PHI Learning Pvt Ltd.
2. Lesikar, R. V. (2008). *Basic Business Communication*. (8th edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
3. Locker, K. O. and Kaczmarek, S. K. (2011). *Business communication Building Critical Skills*. (5th edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
4. Pal, R and Korlahali. (2007). *Business Communication*. (11th edition) New Delhi: Nisha Publishers.

COURSE OBJECTIVES:**To make the students**

- To understand the importance of SPSS to analyze the given data.
- To learn the data editing and derive required graphs.
- To understand and apply the statistical tools for testing the hypothesis.
- To know the univariate tools and its application
- To comprehend the application of Bivariate analysis
- To understand and compute the multivariate analysis using the package.

COURSE OUTCOMES:**Learners should be able to**

1. Create datasheet and enter the data
2. Facilitate the individual, Organization and government with tools to analyze the information and find solutions
3. Effectively use the available statistical packages
4. Test the hypothesis and interpret the results.
5. Get acquainted with advanced statistical tools and bring out appropriate solutions to business problems
6. Develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.

Unit I

SPSS – Meaning – Scope- Limitation- Data view- Variable view- Data entry procedures.

Unit II

Data editing- Missing- Frequencies Distribution – Diagram –Graphs.

Unit III

Descriptive statistics – Mean, Median, Mode, Skewness – Kurtosis – Standard Deviation.

Unit IV

T- Test for Independent sample and X test – ANOVA.

Unit V

Correlation – Rank correlation – Regression – charts.

Suggested Readings:**Text Book:**

1. George, D. (2011). *SPSS for Windows step by step*. (4th Edition). Allyn and Bacon Publishers.
2. Robert, H. Carver and Nash, Jane Gradwohl. (2010). *Data Analysis with SPSS Version 16. India Edition (IE)*. New Delhi: Cengage Learning.

COURSE OBJECTIVES:**To make the students**

- To expose Strategic Business Management.
- To understand the various components of corporate strategy.
- To analyze the business environment.
- To understand the strategic planning and implementation and developing the organization.
- To help students develop skills for applying these concepts to the solution of business problems
- To Understand the role of marketing strategic business in service sector

COURSE OUTCOMES:

Learners should be able to

1. Set the mission and vision in personal and organizational level
2. Analysis on environment scanning and SWOT
3. Knowledge on strategy development for different levels of business organizations
4. Make strategic implementation and their application using appropriate concepts, logic and theoretical conventions.
5. Communicate effectively strategic evaluation and control techniques
6. Understand the concept of Quantitative and Qualitative tools in Strategy Evaluation and Control.

Unit I

Strategic Management – Evolution, Elements in Strategic Management – Understanding Strategy - Levels of strategy – Strategic decision making – Strategic management process – Mission – Vision – Goals and Objectives – Strategic planning process - Identifying critical success factors - Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business.

Unit II

Environment Analysis and Internal Analysis of Firm: Concept of Environment – Environmental sectors - General environment scanning – Industry analysis – Porter’s approach. Porter’s

competitive strategies - Dynamics of internal environment - Assessing internal environment through functional approach and value chain – SWOT analysis – Core competence.

Unit III

Strategy Formulation: Generic Strategies – Grand Strategies – Strategies of leading Indian companies – Role of diversification – Limits – Means and forms. Strategic management for small organizations, Non-profit organizations and large multi product and multiple market organizations.

Unit IV

Strategy Implementation: Competitive cost dynamics – Experience curve – BCG approach – Cash flow implication – IA-BS Matrix – A.D. Little Life cycle approach to strategic planning – Business portfolio balancing – Assessment of economic contribution of strategy – Strategic fund programming.

Unit V

Strategy Evaluation and Control: Various approach to implementation of strategy – Matching organization structure with strategy – 7S model – Strategic control process – Requirement of effective evaluation - Techniques of strategic evaluation and control - Du Pont's control model - Quantitative and Qualitative tools – Balanced score Card – M Porter's approach for Globalization – Future of Strategic Management.

Suggested Readings:

Text Book:

1. Azhar Kazmi, (2010). *Strategic Management and Business Policy*. (3rd Edition). New Delhi:Tata Mc Graw Hill.

References:

1. Bhattachary, S K and Venkataramin, N. (2006). *Managing Business Enterprise: Strategies, Structure and systems*. New Delhi: Vikas Publishing House.
2. Rao, V.S.P. (2004). *Strategic Management – Text and Case*. New Delhi: Excel Books Publishers.
3. Francis Cherunilam. (2010). *Strategic Management*. New Delhi: Himalaya Publishing House.
4. Fred, R. David. (2009). *Strategic Management: Concepts and Cases*. (13th edition). New Delhi:Prentice Hall India.
5. Gerry Johnson, Kevan Schole and Richard Whittington. (2007). *Exploring Corporate*

Strategy: Text and Cases. (7th edition). New Delhi: Prentice Hall India.

6. Budhiraja, S.B and Athreya, M.B. (2008). *Cases in Strategic Management*. New Delhi:Tata Mc Graw Hill.

17MBAP302

4004

BUSINESS ETHICS, CORPORATE GOVERNANCE & SOCIAL RESPONSIBILITY

COURSE OBJECTIVES:**To make the students**

- To develop knowledge and understanding about the theoretical perspectives and frameworks of corporate governance, ethical, environmental and social dimensions.
- To focus on various natural and manmade hazards and its preparedness measures to come out of such calamities.
- To make students understand social responsibility of business and its impact.
- To gain an enhanced understanding of following ethical rules and ethical constraints
- To improve analytical problem solving and ethical decision-making skills.
- To analyze and resolve ethical dilemma

COURSE OUTCOMES:

Learners should be able to

1. Inculcate the ethical practices in personal and organizational life
2. Protect the long term interest of the shareholders and create policies that adopts bylaws.
3. Reduce damages, deaths, personal suffering and to reduce mortality and morbidity
4. Maintain sense of social responsibility
5. Understand ethical issues related to business and good governance necessary for long term survival of business.
6. Explain Emerging Areas and Trends in Corporate Social Responsibility

Unit I

Business Ethics - Nature, Characteristics and Needs, Ethical Practices in Management - Indian Values and Ethics - Respect for Elders, Hierarchy and Status, Need for Security, Non - Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Worklife, Attitudes and Beliefs.

Unit II

Introduction – Meaning and overview of corporate governance, corporate board - Attributes, duties, responsibilities, liabilities, shareholders – Rights, responsibilities of share holders, minority share holders protection. Ethical aspects of corporate governance.

Unit III

Corporate Governance concepts and theories - Stewardship theory, Agency theory, Stakeholder theory. Corporate Governance and performance, issues in corporate governance. Role of the regulatory framework - Legislation - Financial reporting.

Unit IV

Corporate Social Responsibility-Meaning - Definition and Scope - Operationalizing Corporate Social Responsibility for sustainable development - Responsibility of various stakeholders, perspectives and initiatives, Environment and Ecology, Health and well being of society.

Unit V

Emerging Areas and Trends in Corporate Social Responsibility - Business, Social, Environmental and Regulatory - Globalization and Corporate Governance - Case Study in CSR and Corporate Governance

Suggested Readings:

Text Books

1. Baxi, C.V. and Ajit Prasad. (2009). *Corporate Social Responsibility*. New Delhi: Excel Books.

References

1. Mathur, U.C. (2005). *Corporate Governance and Business Ethics*. New Delhi: Macmillan.
2. Fred Weston, J. (2007). *Takeovers, Restructuring and Corporate Governance*. New Delhi: Pearson Education.
3. Singh, S. (2005). *Corporate Governance*. New Delhi: Excel books.
4. Swami Parthasarathy. (2007). *Corporate Governance*. Biztantra.
5. Christine, A. Mallin. (2013). *Corporate Governance*. (2nd edition). Oxford University Press.

6. Subhash Chandra Das. (2012). *Corporate Governance in India*. New Delhi: Prentice Hall of India.

COURSE OBJECTIVES:**To make the students**

- To learn the basic concepts of International Financial Management, its application in financial decision making.
- To publicize the students with the intricacies of international business in terms of investment with monetary systems.
- To understand the exchange determination of currencies.
- To provide basic knowledge on international financial institutions and foreign trade.
- To understand different approaches to management of organizational culture and for its success.
- To understand the factors affecting working capital requirements in international finance.

COURSE OUTCOMES:

Learners should be able to

1. Understand the global concepts used in financial management
2. Develop knowledge in financial areas create opportunities in banking sector
3. Understand the procedures in international investment
4. Develop knowledge on international financial institutions
5. Acquire knowledge on foreign trade.
6. Understand Financing of foreign trade and Documentation

Unit I

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, GATT - World Trade Organization, Trends in international trade, International trade finance.

Unit II

Foreign Exchange Markets - Market Participants – Types of Transactions - Spot Prices and Forward Prices – Factors influencing Exchange rates – Determination of Foreign Exchange rate and Forecasting – Foreign Exchange Exposure - Measurement and Management.

Unit III

International investment decisions – Political risk - Foreign Direct Investment – Foreign Institutional Investors – International capital budgeting – International portfolio investment.

Unit IV

International financial decisions – Multilateral Development Banks – World Bank – International Finance Corporation – International banking – International financial market instruments.

Unit V

Financing of foreign trade – Documentation - Mode of payment – Methods of trade financing, EXIM Bank - EXIM policy - ECGC and its schemes, International Taxation and International Working Capital Management.

Suggested Readings: Text**Book:**

1. Vyuptakesh Sharan. (2015). *International Financial Management*. New Delhi: Prentice Hall of India Pvt Ltd.
2. Thummuluri Siddaiah. (2015). *International Financial Management*. New Delhi: Pearson publication.

References:

1. Apte, P.G. (2008). *International Financial Management*. New Delhi: Tata McGraw Hill.
2. Eun. (2008). *International Financial Management*. (7th edition). New Delhi: Tata McGraw Hill.
3. Larceny and Bhattacharya. (2010). *International Marketing*. New Delhi: Sultan Chand & Sons.

COURSE OBJECTIVES:**To make the students**

- To understand the concept of costing and cost reduction methods.
- To gain basic knowledge on total cost management and to manage total cost and production costing.
- To know the process of various costing methods and management and learn about strategic control systems.
- To develop an understanding of strategic cost management concepts, frameworks, and applications.
- To begin developing the skills necessary to interpret complex financial and operational data that can drive recommendations to internal & external stakeholders
- To understand the evaluation of the Performance of Different Responsibility Centers

COURSE OUTCOMES:

Learners should be able to

1. Follow cost reduction techniques in personal and organizational system
2. understand the concepts of costing related to business decisions
3. Develop skills on cost management techniques
4. Knowledge on costing helps to evaluate cost control systems
5. Analyse productive results on cost management and reduction
6. Gain knowledge in Market Based and Cost Based Transfer Prices and Multinational Transfer Pricing.

Unit I

Costing - Purpose - Utility, Objectives - Elements of Cost - Cost Sheet – Methods of Costing – Problems - Cost Reduction and Productivity: Cost Reduction Value Analysis – Productivity - Value added concepts - Learning curves - Quality Circles.

Unit II

Total Cost Management - Managing Process Cost - Managing Production Costs - Managing Delivery Costs - Managing Structural Cost. Target Costing - Cost as a source of competitive advantage - Life Cycle Costing.

Unit III

Activity Based Costing - Drawbacks of Conventional Costing - Methodology of ABC - Merits, demerits suitability of ABC - Implementation of ABC. Management Control Systems - Evaluating Management Control Systems - Responsibility Centers - Evaluation of the Performance of Different Responsibility Centers.

Unit IV

Linear Programming and Regression Analysis - Implications of Linear Programming for Cost Accountants - Guidelines for Regression Analysis - Applications of Regression Analysis in Cost Functions.

Unit V

Strategic Control Systems - Decentralization and Transfer Pricing - Choices about Responsibility Centers - Market Based and Cost Based Transfer Prices - Multinational Transfer Pricing.

Note: Problems 20 Marks and Theory 80 Marks

Suggested Readings:**Text Book:**

1. Horngren. (2008). *Cost Accounting* (4th edition). New Delhi. AITBS Publications.
2. Vijay Govindrajan. (2000). *Strategic Cost Management* (3rd edition). New Delhi: Wishwa Prakasham.
3. Jokhotiya, G.P. (2010). *Strategic Financial Management*. New Delhi: Vikas Publication Ltd.

References:

- 1 Antony. (2010). *Management Accounting* (3rd edition). New Delhi: Tata Mc Graw Hill.
- 2 J Batty.J. (2007). *Management Accounting* (1st edition). New Delhi: Vikas Publishing House.
- 3 Atkinson & Robert Kaplan. (1998). *Advanced Management Accounting*. New Delhi: Prentice Hall of India.
- 4 Ajit Prasad. (2009). *Strategic Financial Management*. New Delhi: Vikas Publication Ltd.

COURSE OBJECTIVES:**To make the students**

- To provide an overview of merchant banking and to know about mutual funds and mortgage.
- To understand the concept of factoring and manage hire purchase and investments.
- To gain knowledge about financial services in India as Indian Financial System, Financial Markets, Banking and Insurance Sector in India and Recent Trends in Accounting and Finance
- To acquainted with current financial practices
- To acquainted with Financial Markets
- To understand the procedural aspects of primary issue in merchant banking.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate how the concepts of financial market and investment, merchant banking could integrate while identification and resolution of problems
2. Gain knowledge on mutual funds regulates the investments
3. Demonstrate the applicability of the concept of Financial Services to understand the managerial Decisions
4. Demonstrate techniques of leasing provides new avenues in business
5. Gain familiarity in hire purchase
6. Gain knowledge in Tax implication frame work for Financial Evaluation and Credit Rating

Unit I

Nature and scope of Merchant Banking – Regulation of Merchant Banking – Overview of Current Indian Merchant Banking Scenario – Problems faced by financial services sector in India

- Procedural aspects of primary issue – Pre-issue Decision Making – Post Issue Management.

Unit II

Mutual Funds – Operation – Performance of mutual funds in India – SEBI guidance for Mutual Funds Securitization – Concept, Securitization as a Funding Mechanism, Securitization of Residential Real Estate – Mortgages and Mortgage Investments.

Unit III

Factoring – Forms of Factoring Vs Bill Discounting – Factoring Vs Credit Financing – Factoring Vs Forfeiting – Forfeiting in Indian Scenario - Evaluation of a Factor – Legal aspects of Factoring – Factoring Services in India – Bill of Exchange – Definition – Features.

Unit IV

Leasing – History and Development – Concept and Classification – Types – Advantages – Disadvantages - Legislative Framework – Supplier, Lessor, Lessee Relationship – Sub Lease – Default and Remedies – Lease Evaluation in Lessee's and Lessor's point of view.

Unit V

Hire Purchase – Concept and Characteristics – Rate of Interest – Methods of reporting adopted for hire purchase transactions - Legal aspects – Tax implication frame work for Financial Evaluation – Credit Rating – Concept – Types – Advantages and Disadvantages – Process – Agencies.

Suggested Reading: Text**Book:**

1. Khan, M.Y. (2013). *Financial Services* (7th edition). New Delhi: Tata McGraw Hill.
2. Ramesh Babu, G. (2009). *Indian Financial System*. New Delhi: Himalaya Publishing House.

References:

1. Shanmugam, R. (2010). *Financial Services*. New Delhi: Wiley India Pvt Ltd.
2. Gurusamy, S. (2009). *Merchant Banking and Financial Services* (3rd edition). New Delhi: Tata Mc Graw Hill Education Pvt Ltd.
3. Gordon, E. Natarajan. (2013). *Financial Markets & Services*. New Delhi: Himalaya Publications.

COURSE OBJECTIVES:**To make the students**

- To understand the concept of marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing.
- To understand the uniqueness of the services characteristics and its marketing implications.
- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.
- To promote a customer service-oriented mindset
- To identify critical issues in service design including the nature of service products and market
- To Understand the Services, marketing of services, marketing mix, pricing and segmentation for services marketing.

COURSE OUTCOMES:

Learners should be able to

1. Serve better in services marketing avenues
2. Analyze several facets in the area of services marketing essential for the success of a service sector firm.
3. Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities
4. Demonstrate a knowledge of the extended marketing mix for services
5. Develop and justify marketing planning and control systems appropriate to service-based activities
6. Gain knowledge in Marketing of Financial services

Unit I

Services Marketing – Meaning – Characteristics of services – Service Environment – Dimensions – Service Blueprint - Relationship marketing – Service Recovery – Service Expectations – Service Encounters.

Unit II

Service Quality – SERVQUAL – Service Leadership – Service Strategy – Process – Service Triangle - Interactive Marketing. Marketing Mix decisions: Service Products – Branding services – New service development - Pricing - Promoting and distributing services.

Unit III

Segmentation - Bases of segmentation - Positioning and differentiation strategies - Quality of service industries – Customer support service.

Unit IV

Marketing of hospitality: Perspectives of Tourism, Hotel and Travel services – Airlines, Railway – Information Technology - Real estate services – Postal services - Courier services.

Unit V

Marketing of Financial services: Concepts of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services. Marketing of Non-Profit Organizations: NGOs – Services Offered by Trust/Societies – Educational service – Power and Telecommunication - Hospital services.

Suggested Readings:**Text book:**

1. Christopher, Lovelock. Jochen wirtz. (2011) *Services Marketing-People, Technology, Strategy* (7th edition). New Delhi: Pearson Education.

References:

1. Jha, S.M. (2015). *Services Marketing*. New Delhi: Himalaya Publishing House.
2. Rammohan Rao. K. (2009). *Service Marketing*. New Delhi: Pearson education.
3. Roland & Anthony, (2012). *Service Marketing*. Addison-Wesley.

COURSE OBJECTIVES:**To make the students**

- To give a broad understanding on Sales Management and its implications.
- To identify the role of sales force management in the organization.
- To create an awareness of various sales promotional tools used in the market.
- To learn the role of advertising and media management in business.
- To Examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.
- To understand the basic Principles of selling and promotional management.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Pay special emphasizes on the problems and dilemmas in sales force management.
3. Develop Knowledge on advertisement management helps to develop own business.
4. Develop the skills in selection of advertisement media to promote business.
5. Develop skills critical for generating, evaluating and selecting sales and distribution strategies.
6. Understand the concept of Trade promotional tools and sales person promotional tools

Unit I

Nature and process of personal selling - Sales Management – Importance – Role of Sales Manager – Qualities of sales professionals - Setting Sales Objectives – Sales Forecasting – Methods of Sales Forecasting - Sales Quotas and Territory – Sales budgeting – Types of Budgets – Budgeting Procedure.

Unit II

Sales Force Management – Types of Sales Organizations - Sales Force Recruitment – Sources – Selection process - Training – Motivating Sales Force – Sales incentives, contests and compensation – Evaluating Sales Performance.

Unit III

Advertising Management – Meaning – Objectives – Importance – Classification of Advertisement – Economic and Social Effects of Advertisement – Organization of advertising Department – Campaign Planning and Advertising Budget. Advertising agency – Functions of advertising agency.

Unit IV

Advertising media management – Types – Print, TV, Outdoor, Electronic media and Other forms – Advantages, Limitations, Media Rates, Media Planning and Scheduling. Advertising Copywriting for Print and Broadcast Media

Unit V

Direct Marketing – Sales Promotion - Objectives, Consumer promotional Tools – Trade promotional tools and sales person promotional tools. Public Relations – Objectives – Tools.

Suggested Readings:**Text Book:**

1. Richard, R., Edward, Cundiff. W & Norman. (2013). *Sales Management: Decisions, Strategies and Cases*. New Delhi: Prentice hall of India.
2. Chunawalla, S.A. (2007). *Advertising, Sales and Promotion Management*. New Delhi: Himalaya Publishing House.

References:

1. Gupta, S.L. (2009). *Sales and Distribution Management*. New Delhi: Excel Books.
2. Rajeev Batra, John, G. Myers and David A. Aaker. (2013). *Advertising Management*. New Delhi: Prentice Hall India Publishers.
3. Clow Baack. (2007). *Integrated Advertising, Promotion and Marketing Communication*. New Delhi: Prentice Hall India Publishers.

COURSE OBJECTIVES:**To make the students**

- To provide an insight into the marketing research area emphasizing the consumer's needs and solutions to it in a scientific approach.
- To understand consumer behaviour in an informed and systematic way.
- To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
- To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
- To give the students a perspective to understand the application of market research in framing effective marketing strategies.
- To know the application consumer behaviour concepts to access the changing behavior of the customers.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
2. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
3. Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.
4. Understand about the various disciplines contribution in understanding buyer behaviour in a holistic manner familiar with the advances in consumer research
5. Acquire knowledge to analyze consumers behaviour and use them in designing marketing strategies
6. Understand about Industrial and Domestic consumer characteristics

Unit I

Marketing Research – Scope – Types and uses of marketing research - Marketing Research and decision making – Research Design – The Marketing Research process – Exploratory,

descriptive and conclusive Research. Primary and Secondary methods of data collection – Construction of questionnaire.

Unit II

Research Categories- Applications of Marketing Research – Product Research – Advertising Research – Market and Sales Analysis Research – Export Marketing Research - Motivation Research - Application of marketing research.

Unit III

Consumer Behaviour - Need to study Consumer Behavior – Applications of consumer behavior - Models of Consumer Behaviour – Market segmentation and Consumer Behaviour - Factors influencing Consumer Behaviour – Social, Economic, Psychographic, Group influences.

Unit IV

Elements of Consumer Behaviour - Product Perception – Learning, Attitude, Personality - New Product Purchase, Repeat Purchase, Consumer Spatial Behaviour – Consumption Analysis – Product Usage Rates – Expenditure Pattern – Howard-Seth Model of Buyer Behaviour – Organizational Behaviour of buyer.

Unit V

Consumer Decision Processes – Buying Pattern - Problem recognition – Search and Evaluation – Purchasing Processes – Post-purchase behaviour – Consumerism - Impact of consumerism on Marketing Practices – Industrial and Domestic consumer characteristics.

Suggested Readings:

Text book:

1. Paul, E.Green, Donald, S. Tull and Gerald Albaum. (2004). *Research for Marketing Decision*. New Delhi: Prentice Hall India Publishers.

References:

1. Naresh,K., Malhotra. (2007). *Marketing Research*. New Delhi: Prentice Hall India Publishers.
2. Raju, M.S and Dominique Xardel,(2009). *Consumer Behaviour Concepts, Application and Cases*. New Delhi: Vikas publishing house.
3. Arun Kumar and Meenakshi, N. (2006). *Marketing Management*. New Delhi: Vikas publishing house.

COURSE OBJECTIVES:**To make the students**

- To understand the HR Management and system at various levels in general and in certain specific industries or organizations.
- To make aware of the concepts, techniques and practices of human resource development
- To analyse the issues and strategies required to select and develop manpower resources
- To develop relevant skills necessary for application in HR related issues
- To integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions
- To Understand the transformation in the role of HRD functions from being a support function to strategic function and apply lifelong.

COURSE OUTCOMES:

Learners should be able to

1. Develop the understanding of the concept of human resource management and to understand its relevance in organizations.
2. Develop necessary skill set for application of various HR issues.
3. Analyse the strategic issues and strategies required to select and develop manpower resources.
4. Integrate the knowledge of HR concepts to take correct business decisions.
5. Recognize the dynamic relationship between strategy, people, technology, and the processes that drive organizations.
6. Gain knowledge in Emerging Trends and Perspectives in HRD Cross Cultural Dimensions

Unit I

Introduction to HRD – Meaning – Scope – Importance – Need for HRD – HRD and HRM – Role of HRD professionals – Key Performance Areas – HRD mechanism- Designing effective HRD programs- Framework of HRD process – HRD for service sector.

Unit II

Individual Behavior: Personality - Perception - Role – Fatigue - Goal Conflict - Frustration – Interpersonal relationship – Group Behavior – Group Dynamics - Group Cohesiveness – Elements for understanding group behavior - Teams – Characteristics.

Unit III

Potential Appraisal – Criteria – Career Planning - Career Development - Succession Planning - Altruism –Determinants - Organization Co-operation – factors – Competition - Benefits - Conflicts - Types/Levels – Consequences – Prevention - Management of conflict.

Unit IV

Quality of work life (QWL) – Scope - Ways to increase QWL – Quality Circle – Process - Organization Effectiveness – Concept – Kaizen – Benchmarking - Just-in Time – Downsizing – Outsourcing - Organizational Change - Change Process - Resistance to Change - Requisites for Successful Change.

Unit V

HRD Cross Cultural Dimensions - HRD Climate – HRD - OD Interface – HRD - OD Approach to Industrial Relations — HRD Experiences in India – Emerging Trends and Perspectives - HRD Scenario in Indian Organization - Problems and prospects - Challenges and Issues in HRD.

Suggested Readings:**Text Book:**

1. Tripathi, P.C. (2014). *Human Resource Development*. (5th Edition). New Delhi: Sultan and Sons.
2. Krishnaveni, R. (2009). *Human Resource Development*. Excel Books.
3. Lalitha Balakrishna. (2010). *Human Resource Development*. New Delhi: Himalaya Publishing House.

References:

1. Udai Pareek. (2007). *Human Resource Development*. (3rd Edition). London: Oxford and Indian Book House.
2. Kandula, S.R. (2008). *Strategic Human Resource Development*. New Delhi: Prentice Hall of India.
3. John, P.Wilson. (2005). *Human Resource Development*. (2nd Edition). Kogan Page Publishers.
4. Rao, V.S.P. *Human Resource Management*. New Delhi: Himalaya Publishing House.

COURSE OBJECTIVES:**To make the students**

- To make the students aware, monitor and build self - efficiency.
- To help the students to overcome the barriers of communication and personality development.
- To make the students to focus on counseling interventions.
- To understand the role of communication in personal & professional success.
- To develop awareness of appropriate communication strategies and prepare and present messages with a specific intent.
- To understand Importance and relevance to organizational life

COURSE OUTCOMES:

Learners should be able to

1. Improves self awareness and enhance self motivation
2. Improves communication and language increases confidence in personal and public life
3. Enhance individual assertiveness
4. Understand how counselling techniques helps to overcome problems and be efficient.
5. Demonstrate meeting skills as interpersonal skills
6. Understand the concept of Counseling and development of organizations through Counseling

Unit I

Self – Definition - Perception - Self-Schemes - Gaining Self-knowledge - Self-awareness - Self-Effectiveness - Self-Presentation - Motivation and Strategies - Self-monitoring - Impression management

Unit II

Communication and language – Models - Oral – Qualities and Profile of Good Speakers - Written – Clarity, Responsibility, Simplicity, Style – Barriers - Ways of overcoming – Paralanguage, Eye contact, Facial Expression, Kinesics, Body Language, Deception.

Unit III

Assertiveness – Nature - Importance and relevance to organizational life – Assertion and Aggression - Assertive writing - Preparing for Assertive Business Writing, Effective letter writing and business mail – Tools, Tips, Pitfalls - Persuasion - When to say Yes/No - Being Assertive with Oneself – cutting , Rewriting, editing - Enhance individual assertiveness.

Unit IV

Transaction Analysis - Ego states – Exclusion – Contamination – Strokes - Life position - Type of transactions - Time Structure – Withdrawal, Rituals, Pastimes, Activities, Games-types, Stamps, Racket and Sweat shirts, Scripts - Advantage and Disadvantage of TA.

Unit V

Counseling - Steps - Elements of counseling – Counseling as a helping strategy - Significant Predicating People's Problem - Journey in a Life Space – Anxiety – Causes of anxiety - Counseling to develop organizations - Check list for counselors - Training for counseling

Suggested Readings:**Text book:**

1. Venkatapathy, R. and Jackson, P.T.Aditya. (2009). *Managing Interpersonal Effectiveness*. New Delhi: Himalaya Publishing House.

References:

1. Thomas Haris. (2007). *I'm Okay You're okay*. New Delhi: Himalaya Publishing House.
2. Fisher Uray. (2009). *Getting to say Yes*. New Delhi: Himalaya Publishing House.
3. Albert and Emmonds, M. (2009). *Complete guide to Assertive Living*. New Delhi: Jaico Publishing house.

COURSE OBJECTIVES:**To make the students**

- To aware of the need and ways of changes in organization as a whole.
- To create a critical appreciation and knowledge of understanding the determinants of organizational development.
- To provide an in-depth under-standing of the role of organizational interventions.
- To evaluate the OD intervention and judge their usefulness against other tools and technology
- To identify the key roles and responsibilities of an OD consultant needed to develop and sustain long term OD interventions
- To understand and Critically examine the philosophies, values, assumptions associated with organizational paradigms from a change management perspective and to be able to apply organizational development as a meta theory

COURSE OUTCOMES:

Learners should be able to

1. Helps to assess the benefits and values of organizational development
2. Understand group dynamics helps to relate people
3. Gain ability to implement tools of intervention for effectively bringing change.
4. Aware about the current trends in organizational development in companies.
5. Assess current functioning and to become overall changes
6. Gain knowledge in Key considerations and Issues in OD

Unit I

Introduction to Organizational Development: Concepts - Nature and Scope - Meaning and Definition – Characteristics of OD: Historical perspective of OD: Underlying Assumptions, Beliefs and Values in OD - Foundations of OD – Models and theories.

Unit II

Group Dynamics, Inter group Dynamics and Organization as System - Organizational Climate – The process of OD – Operational components of OD: Diagnostics, Action and process – Maintenance components.

Unit III

Introduction to OD Interventions: Classifications of OD interventions - Team Interventions: Inter-group and third party - Peacemaking Interventions: Personnel, Interpersonal and group process interventions - Comprehensive Interventions: Structural Interventions and applicability of OD.

Unit IV

OD strategies at work - Implementation and assessment of OD - Failure and success in O.D efforts - Assessment of OD and Change in Organizational performance: The impact of OD.

Unit V

Key considerations and Issues in OD: Issues in consultant - Client relationship: Power, politics and OD – Research on OD – Ethical issues in OD - The future prospects of OD - Indian experience in OD.

Suggested Readings:**Text Book:**

1. Wendell, French. L and Cecil, H. Bell Jr. (2008). *Organization Development*. New Delhi: Prentice Hall Of India.

References

1. Raimann Pattanayak. (2009). *Training for Organisation Development*. Anmol Publishing House.
2. Beckhard and Richard. (2014). *Organisational Development: Strategies*. (7th edition). New Delhi: Prentice Hall India.
3. Wendell, French. L and Cecil, H. Bell Jr. (2008). *Organisation Development Behaviour Science Interventions for organization Improvement*. New Delhi: Prentice Hall of India.
4. Kavita Singh. (2009). *Organization Change and Development*. New Delhi: Excel Books.

COURSE OBJECTIVES:**To make the students**

- To proficient in systems specializations.
- To have the insight of the systems concept through the analysis and design.
- To understand the systems implementation and scheduling.
- To provides practical knowledge on security aspects of system.
- To describe the concepts of systems analysis and information systems development
- To Understand the principles, methods and techniques of systems development

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate Knowledge of feasibility study helps to evaluate opportunities
2. Provide a solid foundation of systems principles and an understanding of how business function is carried on
3. Demonstrate knowledge on systems security and ethics helps to create awareness among people
4. Analysis and development techniques required as a team member of a medium-scale information systems development project
5. Understand the ways in which an analyst's interaction with system sponsors and users play a part in information systems development
6. Gain knowledge in Ethics in system development and Ethical codes

Unit I

Overview: Introduction - Business Systems concepts, System development life cycle – Life cycle models - Prototyping model, Incremental model, Spiral model, RAD model - Role of systems analyst.

Unit II

System Analysis: System planning and Initial Investigation – Phases of system analysis - Information gathering - Tools of structured analysis - Feasibility study - Cost benefit analysis.

Unit III

System Design: The process and stages of system design - Major development activities - Input and output forms design - File organization and database design - Sequential - Logical and Physical views of data – Normalization – Different forms of normalization.

Unit IV

System Implementation: System testing and quality assurance – COCOMO model of testing - The nature of test data - The test plan-Quality Assurance - Role of the data processing auditor - Implementation and software maintenance hardware/software selection.

Unit V

System Security: Introduction - Definition and Threats to system – Security - Control measures – Recent trends in system security. Disaster/recovery planning: The plan - Ethics in system development - Ethical codes and standards of behavior.

Suggested Readings:**Text book:**

1. Awad, E. M. (2010). *System analysis and design* (2nd edition). New Delhi: Galgotia publication.

References:

1. Jr Jain. V.K . (2009) . *System Analysis and Design* (1st edition). New Delhi: Dream Tech Press.
2. Senn. (2009). *Analysis and Design of Information System*. New Delhi: McGraw Hill.
3. Alli Baharami. (2010). *Object Oriented Systems Development* (1st edition). New Delhi: McGraw Hill.
4. Kenneth, E. Kendall.(2013). *System Analysis and Design* (9th edition). New Delhi: Pearson publications.

COURSE OBJECTIVES:**To make the students**

- To explore the wealth of online learning environment and adopt methods for system online implementation.
- To make students acquitted with the recent trends and developments in technology which covers e-Commerce e-Security, e-Logistics and knowledge management aspects.
- To understand the emerging issues in the field of management
- To know the emerging trends in various functional areas of management
- To understand how the emerging issues and challenges will shape business management in future
- To know about Transportation and Distribution Management

COURSE OUTCOMES:

Learners should be able to

1. Develop creative thinking in e-business
2. Helps to develop network security in relevant areas
3. Efficiently create online community
4. Conduct and present a project on a technologies analysis that incorporates audio, video, and images.
5. Communicate effectively knowledge management techniques
6. Understand GIS Standards and Standardization process of GIS development

Unit I

E-Business- Importance and scope of E-Commerce - Models of E-Commerce - Limitations and Advantages of E-commerce – Banking -Transactions: Inter-Banking, Intra Banking, Electronic Payments, (Payment-Gateway Example) - Securities in E-Banking - SSL, Digital Signatures, Service Provided - ATM Smart card, Electronic Clearing System - Telephone, Electricity Bills - E-commerce opportunities and challenges for Indian Industrialists.

Unit II

E-Security- Firewalls - Electronic Market - E-shop - Introduction to Security - Types of Securities, Security Tools, Network Security. CRM: Sales, Marketing and Service Management, BPO/BCP – Needs – Guidelines - Merits and Demerits, Call Center - Functioning, Ethics.

Unit III

Content Management and Disseminations: E-learning - Models WBT, CBT, Virtual Campus, LMS and LCMS, Video conferencing, Chatting, Bulletin, Building Online community, Dashboard Models - Asynchronous and Synchronous Learning.

Unit IV

E-Logistics - Logistics and Supplier Chain Management, Warehousing management, Transportation/Distribution Management. E-Governance models - G2B, G2C, C2G, G2G- Challenges to E-Governance, Strategies and Tactics for implementation of E-Governance - Disaster Recovery Management.

Unit V

Knowledge Management-Components - Types – models - Knowledge Management Cycle – tools - approaches. GIS/GPS - Nature of geographic data, Spatial objects and data models, Getting map on computers, GIS Standards and Standardization process of GIS development, Implementation and deployment Phases.

Suggested Readings:**Text Book:**

1. Gaynor, G . H. (2009). *Handbook of Technology Management*. New Delhi: Tata McGraw Hill.

References

1. Agarwal , A. (2008). *Governance: Case Studies*. Hyderabad: India Universities Press .
2. Jawadekar. (2013). *Management Information System*. (5th edition). New Delhi: McGraw Hill Education Books
3. Amrit Tiwana. (2010). *The Essential Guide to Knowledge Management*. (2nd edition). New Delhi: Prentice Hall

COURSE OBJECTIVES:**To make the students**

- To understand the fundamental process models for software development.
- To know the role of software engineering and use of test cases.
- To understand the process of software design and components.
- To know about the software testing methods.
- To know about the concept of quality in software development.
- To Understand the concept of software development, software project planning, estimation, scheduling, monitoring, quality assurance and apply learning lifelong.

COURSE OUTCOMES:

Learners should be able to

1. Design models to manage the data resources of organizations.
2. Hands-on implementation of a data base in corporate environment
3. Gain knowledge in software design
4. Helps to bring new techniques in Software testing
5. Expertise in Software Configuration and Management
6. Gain knowledge in Software Quality Assurance Plan and Quality Standards

Unit I

Fundamentals - A Generic View of Process – Process Models – The Waterfall Model – Incremental Model – Evolutionary Model – Specialized Model – The Unified Process – Agile Process – Agile Models – Software Cost Estimation – Planning – Risk Analysis – Software Project Scheduling.

Unit II

Requirement Analysis -System Engineering Hierarchy – System Modeling – Requirements Engineering: Tasks – Initiating the Process – Eliciting Requirements – Developing Use Cases – Negotiating Requirements – Validating Requirements – Building the Analysis Models

Unit III

Software Design - Design Concepts – Design Models – Pattern Based Design – Architectural Design – Component Level Design – Component – Class Based and Conventional Components Design – User Interface – Analysis and Design.

Unit IV

Software Testing – Strategies: Conventional – Object Oriented – Validation Testing – Criteria – Alpha – Beta Testing – System Testing – Recovery – Security – Stress – Performance – Testing Tactics – Testing Fundamentals – Black Box Testing – While Box Testing – Basis Path – Control Structure.

Unit V

Software Configuration and Management – Features – SCM Process – Software Quality Concepts – Quality Assurance – Software Review – Technical Reviews – Formal Approach to Software Quality Assurance – Reliability – Quality Standards – Software Quality Assurance Plan.

Suggested Readings:**Text Book:**

1. Pressman, S. R. (2007). *Software Engineering: A Practitioner's Approach* (6th edition), Tata McGraw Hill.

References:

1. Fleegeer. P. (2009). *Software Engineering*. Prentice Hall of India.
2. Ghezzi, C, Jazayari, M, Mandrioli, D. (2010). *Fundamentals of Software Engineering*. New Delhi: Prentice Hall of India.
3. Sommerville. (2011). *Software Engineering* (7th edition). Addison Wesley.

COURSE OBJECTIVES:**To make the students**

- To familiarize students with evolutionary process and conceptual framework of entrepreneurs.
- To make the students understand the ways and means of finance for entrepreneurs.
- To get familiar with various sources of funds available.
- To train the students in business ethics
- To provide an in-depth discussion of performance appraisal including employment generation.
- To understand Priority and Evaluation of International Competitiveness.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate the importance of the time value of money as a tool in both business planning and personal financial planning.
2. Develop the skills required to be a financial analyst.
3. Plan capital budgeting to various business proposals
4. Demonstrate knowledge on the ways and means of raising funds to the business
5. Apprehend different level of project appraisal to run the business
6. Maintain ethical standards in individual and business life

Unit I

Capital Expenditures – Concepts - Phases of Capital Budgeting - Levels of Capital budgeting - Estimation of Project Cash flows - Time value of money. Payback Period - NPV - IRR - Cost of acquiring capital - Risk Analysis - Economic Risk - Industry Risk – Company risk – Financial risk.

Unit II

Sources of Finance - Long Term Sources - Equity Shares, Preference Shares and Debentures - Kinds of Private Placements – IPO – SEBI – FDI - Institutional Finance - Banks - Merchant Banks in India - NBFC's in India - MSMED Act - Small and Medium Business in India.

Unit III

Support from Banks and Financial Institutions - Bills Discounting - Factoring – **Factoring in Indian scenario** - Working Capital - Concepts - Importance – Cash Management.

Unit IV

Project Appraisal – Economic Analysis: Economies of Scale - Employment Generation - Social Cost Benefit Analysis - Contribution to Government Revenue - Political Stability - Priority and Evaluation of International Competitiveness. Project Monitoring – Post Sanction Supervision and Follow up –Warning Signals and Causes – Rehabilitation of a Sick Industrial Unit – Role of the Board for Industrial and Financial Reconstruction (BIFR).

Unit V

Business Ethics - Definition and Importance - Benefits of Business Ethics - Emerging Ethical issues in Business - Ethics as a Dimension of Social Responsibility.

Suggested Readings:**Text book:**

1. M. Y. Khan. (2015). *Indian Financial Systems*. (9th edition). New Delhi: Tata McGraw Hill Publishing.

References:

1. Chandra, Prasanna. (2013). *Projects - Planning, Analysis, Selection, Implementation and Review*. New Delhi: Tata McGraw.
2. Gordon, and Natarajan. (2011). *Financial Markets*. (9th edition). New Delhi: Himalaya Publishing House Pvt. Ltd.
3. Bhalla. V. K. (2008). *Investment Management*. (15th edition). New Delhi: S. Chand & Company Publishers Ltd.
4. John, D. Finnerty. (2013). *Project Financing - Asset based Financial Engineering*. (3rd edition). New York: John Wiley & Sons Inc.

COURSE OBJECTIVES:**To make the students**

- To understand the value of entrepreneurial promotions and economic development.
- To develop the entrepreneurial skill and promoting the qualities, traits, of entrepreneur and role of government towards entrepreneurship is taught in this course.
- To Know the parameters to assess opportunities and constraints for new business ideas
- To design strategies for successful implementation of ideas
- To Understand the systematic process to select and screen a business idea
- To know the importance of budgeting Project Profile Preparation

COURSE OUTCOMES:

Learners should be able to

1. Gain awareness of entrepreneurial skills
2. Knowledge to setup new ventures and make profitable business
3. Demonstrate Capital Budget planning and carry out feasibility study
4. Generate innovative ideas and find ways to apply these ideas to solve issues and problems in different industries and settings.
5. Analyze the role of government in business
6. Understand Reasons for low / no women Entrepreneurs and their Role

Unit I

Entrepreneur - Meaning- Importance - Qualities, Nature, Types, Traits, Culture, Similarities and Economic differences between Entrepreneur and Intrapreneur. Entrepreneurship development - Its importance- Role of Entrepreneurship – Agencies of Entrepreneur.

Unit II

Creating and starting the venture - Steps for Starting a Small Industry - Selection of types of organization - International entrepreneurship opportunities.

Unit III

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

Managing, Growing and Ending the New Venture - Preparing for the New Venture - Early management decisions - Managing early growth of the New Venture - New Venture Expansion Strategies and Issues - Going public - Ending the venture.

Unit V

Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax Concessions available. Women Entrepreneurs - Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

Suggested Readings:**Text book:**

1. Vasanth Desai. (2007). *Dynamics of Entrepreneurial Development and Management*. (4th edition). New Delhi: Himalaya Publishing House

References:

1. Srinivasan, N . P. and Gupta, G. P. (2006). *Entrepreneurial Development*. (12th edition). New Delhi: Sultan chand and Sons.
2. Saravanavelu.P. (2001). *Entrepreneurship Development*. Eskapee Publications.
3. Taneja, S. (2010). *Entrepreneur Development*. New Delhi: New Venture Creation.
4. Hisrich, R. D, Peters, M .P. (2013). *Entrepreneurship Development*. New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To explore all aspects of Project Management covering project identification formulation, planning, scheduling & control.
- To acquire concepts, tools & techniques of project management.
- To make them understand the concepts of Project Management for planning to execution of projects.
- To make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.
- To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.
- To Understand the fundamentals of projects, project appraisal, risk management and project management and apply life long

COURSE OUTCOMES:

Learners should be able to

1. Formulate project ideas and projecting cash flows as well as evaluation of project proposals.
2. Analyze project feasibility
3. Know the difficulties in project implementation and provide solutions
4. Develop social and government projects
5. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
6. Gain knowledge in Government projects, Social projects and Import substitution projects

Unit I

Project Management – Concept of a Project – Categories of Project - Project life cycle- Definition of Project Management – Identification of project opportunities - The project as a Conversion Process - Project Environment - Complexity of projects - Relationship between Project Management and Line Management - Current issues in project management - System approach to project management - Roles and responsibilities of project manager.

Unit II

Project feasibility study - Market Feasibility- Technical Feasibility - Financial Feasibility
Economic Feasibility - Critical Success factors - Demand Forecasting Techniques.

Unit III

Project Implementation - Stages - Bottlenecks in Project Implementation - Guidelines for effective implementation - Management techniques for project management - Project monitoring - Essentials - Roles - Tools and Techniques - Management reporting - Report designing - Project evaluation - Project review.

Unit IV

Project Direction – Communication in Project – Project Coordination – Project Control – Scope / Progress in Control – Performance Control – Schedule Control – Cost Control.

Unit V

Government projects – Social projects – Import substitution projects – Incentives from State/ Central Government – Advanced management in projects – Strategic management in projects, logistic management - Future challenges for project management.

Suggested Readings:

Text Book:

1. Prasanna Chandra. (2013).*Project Planning, Analysis, Selection, implementation and Review*. New Delhi: Tata McGraw Hill Publishing Company Ltd

References:

1. Harvey Maylor. (2003).*Project Management. (4th edition)*. New Delhi: Macmillan India Ltd.
2. Narendra Singh. (2009). *Project Management and Control. (4th edition)*. Bombay: Himalaya publishing house.
3. Choudhury, S. (2009).*Project Management. (4th edition)*. New Delhi: Tata McGraw Hill publishing
4. Goel, B.B. (2009).*Project Management Principles and Techniques. (1st edition)*. New Delhi: Deep and Deep publications Pvt Ltd.
5. Harold Kerzner. (2013).*Project Management - A systems Approach to Planning Scheduling and Controlling. (11th edition)*. New Delhi: CBS Publishers and Distributors.

17MBAPB303A FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT 4004

COURSE OBJECTIVES:**To make the students**

- To understand the process of financial intermediation.
- To understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- To Describe the functions of commercial and thrift banking institutions as well as other financial service providers such as investment banking firms, security brokers and dealers, insurance companies and other non-depository organizations.
- To know the procedure for Opening of bank accounts, Types of deposit account: Savings account, Current account
- To analyze financial institutions in terms of risk identification, risk measurement and control and the effect of risk on profitability and growth.
- To know the importance of latest recommendations of Basel Committee

COURSE OUTCOMES:

Learners should be able to

1. Understand the history and growth of banks, process of transactions, lending advances and services offered to the general public is made to learn in course.
2. Understand the various negotiable instruments, duties of paying and collecting banker,
3. Demonstrate knowledge of the liabilities of paying and collecting banks - bills of exchange and promissory notes.
4. Understand the principles of sound lending, methods of granting advances
5. Understand why a balance must be achieved among liquidity, risk assumption, and profitability.
6. Gain knowledge in e-banking, m-banking and Cheque Transaction System

Unit I

Introduction to Banking: Role of banks, Brief History of banking in India, Structure of banking sector in India, Rationale of Banking Sector reforms, Basel Committee recommendations, Banker Customer relationship, RBI Act (Salient Features), Latest recommendations of Basel Committee.

Unit II

Negotiable Instruments -- Cheques - Meaning, Characteristics, Crossing, Endorsement, Duties of paying banker, Duties of collecting banker, Bouncing of cheques - Liabilities of paying and collecting banks - Bills of exchange – Promissory notes.

Unit III

Deposits - Opening of bank accounts, Types of deposit account: Savings account, Current account, fixed deposit, Recurring deposit, Certificate of deposit, KYC Norms - Monthly income plan.

Unit IV

Advances - Principles of Sound Lending, Methods of granting advances, Types of securities, Modes of creating charges, Bank guarantees, Interest rates: Base rate, Fixed vs. Floating rates, Registration of charges with ROC - RBI norms on bank charges.

Unit V

Other Services - ATM, EFT, e-banking, m-banking, Cheque Transaction System, Ancillary Services: DD, Safety deposit lockers, Credit cards, Debit cards, Smart cards, NEFT/RTGS, Call center.

Suggested Readings: Text Book:

1. Gurusamy, S. (2009). *Banking Theory Law and Practice*. Uttar Pradesh: Tata McGraw Hill.

References:

1. Benton E. Gup., and James W. Kolari. (2005). *Commercial Banking: The Management of Risks*. New Delhi: Wiley India.
2. Justin Paul., and Padmalatha Suresh. (2010). *Management of Banking and Financial Services*. New Delhi: Pearson Education.
3. Narasa Reddy, B.P., and Himachalam Dasaraju. (2011). *Dynamics of Commercial Banks in India*. Florida: Associated Publishers.
4. Timothy W. Koch., and Scott Macdonald, S. (2009). *Bank Management*. Bangalore: Thomson South-Western.

COURSE OBJECTIVES:**To make the students**

- To know the banker customer relationship and KYC norms.
- To understand the basics of low cost, no cost and high cost deposits.
- To study on importance of nomination and the rules governing non-resident accounts.
- To understand the Various types of term deposits
- To study the Nomination facilities, Deceased accounts, Inoperative accounts, Accounts of non-residents
- To understand about banking services

COURSE OUTCOMES:

Learners should be able to

1. Understand that one of the main functions of Bank Management is to generate as much money as possible to have a successful banking business.
2. Having it in mind one should be taught with deposit mobilization, its various modes and types of deposits.
3. The knowledge of Payment of interest and Service charges, Issue of cheque books, closing of accounts
4. Knowledge of opening accounts and building customer relationship demonstrate knowledge and skills to effectively manage research resources towards the desired ends.
5. Manage research resources in and efficient and accountable manner
6. Understand Nomination facilities and Accounts of non-residents

Unit I

Opening of deposit accounts - Relationship with customers, Opening of accounts: Individuals, Illiterate persons, Minors, Blind persons, Firms, Associations and Limited Companies, HUF **Unit**

Unit II

Savings deposits - Introduction, Savings Bank account rules, Passbooks/Statement of accounts, Payment of cheques, Collection of cheques, Payment of interest and Service charges, Issue of cheque books, Closing of accounts.

Unit III

Current Deposits - Introduction, Current account rules, Procedure of return of unpaid cheques, Minimum balance, Service charges, Statement of current accounts, Closing of accounts.

Unit IV

Term deposits - Introduction, Various types of term deposits: Fixed deposit, Monthly income plan, Recurring deposit, Payment of deposit: On due date, Pre-payment, Renewal of deposits, Advances against banks own deposit - Base rate.

Unit - V

Other Aspects - Nomination facilities, Deceased accounts, Inoperative accounts, Accounts of non-residents: NRE, NRO and FCNR accounts - DICGCI (Deposit Insurance alone) – NRI.

Suggested Readings:

Text Book:

1. Muraleedharan, D. (2009). *Modern Banking: Theory and Practice*. New Delhi: Prentice Hall of India.

References:

1. Jyotsna Sethi., and Nishwan Bhatia. (2013). *Elements of Banking and Insurance*. New Delhi: Prentice Hall of India.
2. Peter S. Rose., and Sylvia C. Hudgins. (2012). *Bank Management & Financial Services*. New Delhi: Tata McGraw Hill.
3. Reserve Bank of India. (2000). *Non – Resident Accounts*, Mumbai: Foreign Exchange Dealers Association of India.
4. Reserve Bank of India, (1992). *Non – Residents Accounts*, Mumbai: Foreign Exchange Dealers Association of India.

COURSE OBJECTIVES:**To make the students**

- To understand the purpose of lending and the elements of income for banks.
- To understand the types of credit facilities and the procedure for granting various types of advances
- To analyze the different types of securities and the methods of creating charges.
- To know the Agricultural Lending, Direct and Indirect Finance, Micro and Small enterprises,
- To know the rationale of Priority Sector advances
- To understand the concept of Agricultural Lending

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate knowledge in the area of resource deployment, ways and means of advances and sources of lending.
2. Understand about Direct and Indirect Finance, Micro and Small enterprises, weaker sections
3. Enhance the Effect of quantum of advance, repayment period and Interest rates on EMI and its impact of fixed and floating rates
4. Understand the Retail Lending - Home loans and Calculation of EMI
5. Understand Rationale of Priority Sector advances
6. Analyse Effect of quantum of advance, repayment period and Interest rates on EMI

Unit I

Introduction to Advances – Lending - Profit maximization: Spread, Burden, Net Interest Income, Net Interest Margin, Net Interest expenses, Non Interest Expenses, Non-Interest income - Cost minimization.

Unit II

Credit facilities and Securities - Principles of Sound lending, Methods of granting advances, Types of Securities, Modes of creating charges, Floating charge, Consortium lending, Credit syndication - Pledge of shares.

Unit III

Priority Sector advances - Rationale of Priority Sector advances, Targets and sub targets under priority sector advances, Agricultural Lending: Direct and Indirect Finance, Micro and Small enterprises, weaker sections – SIDBI.

Unit IV

Bills Business - Introduction to Bills, Bills Purchased (clean bills), Bills purchased (Demand documentary bills), Bills discounting (Usance Bills) - Foreign bills.

Unit V

Retail Lending - Home loans, Educational loans, Credit Cards, Consumer loans, other personal loans, Calculation of EMI: Effect of quantum of advance, repayment period and Interest rates on EMI. Impact of fixed and floating rates.

Suggested Readings:**Text Book:**

1. Narayanan, M.P., and Vikram K. Nanda. (2013). *Finance for Strategic Decision Making: What Non-Financial Managers Need to Know*. New Delhi: Wiley publication.

References:

1. Prasanna Chandra. (2000). *Finance Sense: An Easy Guide for Non-Finance Executive*. New Delhi: Tata McGraw Hill.
2. Stewart C. Myers., Richard A. Brealey., & Brealey Myers. (2011). *Principles of Corporate Finance*. New Delhi: Tata McGraw-Hill.
3. James C. Van Horne., & John M. Wachowicz, J.R. (2013). *Fundamentals of Financial Management* (13th Edition). New Delhi: PHI.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in retailing concept and consumer behavior in retail.
- To understand the retail marketing mix and Promotional measures.
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in IT application and international retailing trends
- To know the various retail models being applied in the market.
- To Understand the Concept of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate retailing and its various concepts.
2. Understand what retailing means to business executives and academics
3. Understand the ways that retailers use marketing tools and techniques to interact with their customers.
4. Understand the consumer's decision making process and threats in global retailing.
5. Explain the concept of strategic planning within the retail management decision process
6. Analyse Challenges and Threats in Global Retailing

Unit I

Retail: Meaning – Functions and special characteristics of a Retailer – Reasons for studying Retailing Marketing - Retailer Equation – Marketing concepts Applied to Retailing – Retailing as a career – Trends in Retailing.

Unit II

Retail Models – Store based retail models - Non-store based retail models. Theories of Retail Development – Life Cycle and phase in growth of retail markets.

Unit III

Strategic Planning in Retailing: Situation Analysis – Objectives – Need for identifying consumer needs – Overall Strategy, Feedback and Control.

Unit IV

Retail in India: Evolution and size of retail in India – Drivers of retail change in India – Foreign Direct Investment in Retail – Challenges to Retail Developments in India.

Unit V

Global Retail Markets: Strategic Planning Process for Global Retailing – Challenges facing Global Retailers – Challenges and Threats in Global Retailing – Factors affecting the success of Global Retailing Strategy.

Suggested Readings:**Text Book:**

1. Swapna Pradhan. (2004). *Retailing Management – Text and Cases* (2nd edition). New Delhi: Tata McGraw Hill.

References:

1. Barry Berman., and Joel R Evans. (2013). *Retailing Management – A Strategic Approach* (12th Edition). New Delhi: Prentice Hall of India.
2. James R. Ogden., and Denise Ogden. (2005). *Integrated Retail Management*. New Delhi: Biztantra.
3. Gibson G Vedamani. (2012). *Retail Management – Functional Principles and Practice* (2nd Edition). New Delhi: Jaico Publishing House.

COURSE OBJECTIVES:**To make the students**

- To have knowledge on store layout plan and inventory management in retailing
- To have an exposure in retailing concept and consumer behavior in retail.
- To understand the retail Store Location - Choosing a Store Location:
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in Space Mix and Effective Retail Space Management
- To know the various Retail Inventory Planning , Return on Inventory Investments and Stock Turnover

COURSE OUTCOMES:

Learners should be able to

1. Understand the basic concepts of store location.
2. Evaluate Retail Operation, Store Operating Parameters and its various concepts.
3. Understand the importance of Location to a Retailer.
4. Understand the Strategic Resource Model in Retailing and designing a performance Programme
5. Understand the concept Floor Space Management and Retail Method of Inventory Valuation.
6. Analyse Physical and Perpetual Inventory Systems

Unit I

Store Location - Choosing a Store Location: Importance of Location to a Retailer – Trading Area Analysis Regional Analysis – Characteristics of the Trading Areas.

Unit II

Site selection: Actual Site Analysis and Selection – Choice of a General Location – Characteristics of the Available Site – Retail Store Layout – Circulation Plan – Space Mix and Effective Retail Space Management – Floor Space Management.

Unit III

Operations Management: Operating a Retail Business – Operations Blueprint – Store Maintenance, Energy Management and Renovations – Inventory Management – Store Security – Insurance – Credit management – Computerization – Outsourcing – Crisis Management.

Unit IV

Evaluating a Retail Operation: Store Operating Parameters – Using the Strategic Resource Model in Retailing – Designing a Performance Programme.

Unit V

Retail Inventory: Inventory Planning – Return on Inventory Investments and Stock Turnover – Inventory Management – Physical and Perpetual Inventory Systems – Retail Method of Inventory Valuation.

Suggested Readings:**Text Book:**

1. James R Ogden., and Denise T Ogden. (2005). *Integrated Retail Management*. New Delhi: Biztantra.

References:

1. Barry Berman., and Joel R Evans. (2006). *Retail Management – A strategic Approach*. (10th edition). New Delhi: Prentice Hall of India.
2. Gibson G Vedamani. (2012). *Retail Management – Functional Principles and Practice* (4th edition). New Delhi: Jaico Publishing House.
3. Swapna Pradhan. (2012). *Retailing Management: Text and Cases*. (4th edition). New Delhi: Tata McGraw Hill Publishing Company Ltd.

COURSE OBJECTIVES:**To make the students**

- To understand the basic concepts of merchandising, strategies and forecasting.
- To have an exposure on factors affecting merchandising function and functions of Merchandise Manager.
- To understand the Merchandise Buying and Promotional measures.
- To evaluate the sources, Branding Strategies, Category Management and the Components of category management strategies.
- To know the functions and performance of merchandising.
- To communicate orally and in written form the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate knowledge in merchandising and its various concepts and how it is done in global level.
2. Understand what merchandising means to business executives and academics
3. Understand the ways that merchandising is used in marketing tools and techniques to interact with their customers.
4. Get an insight Visual Merchandising, Display Planning and Characteristics of effective display trends
5. Analyze merchandise performance
6. Understand about Space Management

Unit I

Merchandising – Meaning – Concept – Factors affecting merchandising function – Merchandise Manager - Functions – Merchandise Hierarchy – Merchandise Mix – Components of Merchandise Management – Merchandise Strategies.

Unit II

Merchandise planning - Steps involved – Merchandise control – Open to buy – Assortment Planning – Steps involved – Merchandising Stages - Merchandise Budgets and Forecasting.

Unit III

Merchandise Buying – Types of buying – Sources of supply - Identifying and Contracting - Evaluating sources – Branding Strategies – Category Management – Components of category management – Category Management and Business Process.

Unit IV

Merchandise Performance – Retail pricing – Elements – Merchandise allocation – Analyzing merchandise performance – Methods – Integrating Dollar and Unit concept – Gross Margin Return on Investment – Mark Ups and Downs – Shrinkage in Retail Management.

Unit V

Visual Merchandising — Display Planning – Characteristics of effective display – Selling power of Display – Methods of Display – Window Display and Interior Display- Space Management.

Suggested Readings:**Text Book:**

1. Chetan Bajaj., and Ranjith. (2005). *Retail Management* (2nd Edition). New York: Oxford University Press.

References:

1. Gillespie. Hecht., and Lebowitz. (2002). *Retail Business Management* (3rd Edition). New Delhi: McGraw Hill Book Company.
2. Gibson G. Vedamani. (2004). *Retail Management: Functional Principles and Practices* (2nd Edition). New Delhi: Jaico Publishing House.
3. James R. Ogden., and Denise T. Ogden. (2005). *Integrated Retail Management*. New Delhi: Wiley Pvt Ltd.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in international marketing management concept
- To understand the international marketing management and market segmentation.
- To know the process of promoting the product in the international market
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in IT application and international retailing trends
- To formulate marketing strategies appropriate for international marketing of products and services.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate international marketing management and its various concepts.
2. Understand what international marketing management means to business executives and academics
3. Focuses on Risk involved, market segmentations, product policies, pricing decisions, Strategies in multinational product planning and market communications.
4. Understand the ways marketing management use marketing tools and techniques to interact with their customers internationally.
5. Know the techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place
6. Demonstrate Planning media strategy and Corporate advertising

Unit I

International Marketing: an overview - Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – International marketing environment, Scanning and monitoring global marketing environment; International Marketing Information System.

Unit II

International market segmentation, Positioning, Analysis of world market, Market analysis, International marketing research, Screening and selection of markets, International market entry:

Export, Licensing , Franchise, Joint Venture, Multinational operations, Contract manufacturing.

Unit III

International Product Policies – Major product decisions – Product features and quality, Product design, Labeling, Packaging, Branding and product support services; Strategies in multinational product planning, International product life cycle, New product development.

Unit IV

International Pricing Decisions – International Price determination, Price escalation, International pricing process and policies, Delivery terms and currency for export price quotations, International transfer pricing, Methods of determining transfer pricing, Differential Pricing.

Unit V

International marketing communication – Communication with foreign buyers, Planning and preparing, International promotion programme, Media structure, Planning media strategy, Corporate advertising.

Suggested Readings:

Text Book:

1. Nargundkar. (2008). *International Marketing. (1st edition)*. New Delhi: Excel Books.

References:

- 1) Czinkota. (2012). *International Marketing (10th Edition)*. UK: Thompson publication.
- 2) Cateora Graham. (2015). *International Marketing (17th Edition)*. New Delhi. Tata McGraw Hill.
- 3) Siddiqui. (2011). *International Marketing.(2nd edition)*. New York: Wiley Dream tech publication.
- 4) Cherunilam, F. (2007). *International Trade and Export Management*. New Delhi: Himalaya publishing house.
- 5) Varshney, R.L., and Bhattacharya, B. (2015). *International Marketing Management (9th Edition)*. New Delhi: Sultan Chand & Sons.
- 6) Jain, S. (2008). *International Marketing.(3rd edition)*. UK: Thomson publication.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in broad conceptual focus on documentation in exports and imports
- To Understand the concept of International Distribution system and Logistics
- To understand the Logistics and International marketing channel decision.
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight on the need for documentation, Process of obtaining Export and Import License
- To Understand the Concept of Export, EXIM strategies, custom clearance and Export incentive schemes.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate retailing and its various concepts.
2. Understand one should be aware of procedures to be followed while goods are moved to foreign countries
3. Evaluate various modes of transportation, documentations, international trade terms and legal framework involved in it.
4. Understand the procedures to be followed while goods are moved to foreign countries and various modes of transportation, documentations
5. Aware of international trade terms and legal framework involved in it.
6. Understand EDI and custom operations

Unit I

International Distribution system and Logistics – International marketing channel decision, Importance and scope of channel decisions, Channels between nations, international physical distribution decisions, nature of physical distribution

Unit II

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing,

shipping structure – Sea borne trade, International shipping characteristics, Important international sea routes, Liner and tramp operations, Liner freighting, CFC and ICD, Indian shipping – Growth, Policy and Problems, Major Indian ports, International Air Transport, freight rates, India's exports and imports by air – Problems and prospects.

Unit III

Documentation - Naming the enterprise, Forms of ownership, Opening a bank account, Need for documentation, Process of obtaining Export and Import License:- General registrations, registrations with RBI, Registration with Licensing Authorities, Registration with appropriate EPC/Commodity Board's. Main commercial documents: Statutory documents for exporting country, Statutory documents for importing country and documents for claiming export benefits.

Unit IV

International Trade Terms –Trade contract, Credit risk management and payment terms, LC and parties involved, Types of LC, UCPDC – Major clauses, Consignment sale, Transit risk management – Contract of cargo insurance parties, Insurance policy and certificate, Cargo loss clauses – Procedure and documentation.

Unit V

Clearance – Excise duty – Definition, Types of duties, Legal framework – Central Excise Act and rules, Tariffs, Customs Act 1962, Customs Tariffs Act 1975, Foreign Trade Act 1992, Physical Examination of goods, EDI and custom operations.

Suggested Readings:

Text book:

1. Khanna K K. (2007). *Physical Distribution Management: Logistical Approach*. New Delhi: Himalaya publishing house.

References:

1. Johnson J, Wood D. (1999). *Contemporary Logistics*. (7th Edition). Prentice Hall of India.
2. Ismail, R. (2008). *Logistic Management*. (2nd Edition). Excel Books
3. Dornier. Etal (2008). *Global Operation and Logistic Management*. John Wiley Edition.

COURSE OBJECTIVES:**To make the students**

- To gain knowledge in international culture and negotiation, where employability is made easy.
- To understand the framework of international business negotiations
- To have an exposure in the cultural aspects of International Business
- To aware of the ethics in Negotiations, retail marketing mix and Promotional measures.
- To evaluate negotiating strategies, Decision making methods Personality and negotiation skills primary or secondary data collection.
- To understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate knowledge in International Business Negotiations and its various concepts.
2. Understand what Cultural aspects of International Business Negotiation
3. Understand the ways that Negotiating Strategies in International Sourcing to interact with their customers.
4. Get an insight in ethics in negotiations
5. Demonstrate knowledge in negotiating strategies, Decision making methods Personality and negotiation skills
6. Gain knowledge in Decision making methods

Unit I

International Business Negotiations: Framework and Nature - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – A model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

Unit II

Cultural aspects of International Business Negotiation - Role of culture - Patterns of cross-culture behavior and communication - Importance of understanding the negotiating conventions and expectations between foreign counterparts - Comparative and inter-cultural studies of negotiating behavior.

Unit III

Inter-firm Negotiation studies: Buyers' Negotiating Strategies in International Sourcing - Negotiating sales, Export transaction and Agency agreements - Negotiating Licensing agreements - Negotiating International Joint Ventures projects - Cooperative negotiation for Mergers and Acquisitions.

Unit IV

Frameworks and support for International Business Negotiations: Multinational, Bilateral trade agreements, Government supported trade delegations, International trade fairs, International trading houses, Industry associations.

Unit V

Ethics in negotiations - Differences from an ethical perspective of the importance of relationship development - Negotiating strategies - Decision making methods - Contracting practices - Illicit behaviors such as bribery - Best practices in negotiations - Business etiquette - Personality and negotiation skills.

Suggested Readings:**Text book:**

1. Cellich, C Jain, S. (2004). *Global Business Negotiations: A Practical Guide*. South - Western Educational Publishing

References:

1. Gauri P .N. and Usunier, J .C. (2003). *International Business Negotiations*. (2nd edition). Elsevier ltd.
2. Leigh L. (2006). *Negotiation Theory and Research*. (1st edition). UK: Thompson.

COURSE OBJECTIVES:**To make the students**

- To emphasize challenges and opportunities for Business Process Reengineering across the process life cycle.
- To understand the importance of business process reengineering and kaizen.
- To understand the relevance of change management in business process reengineering.
- To familiarize the process of implementation of Business Process Engineering
- To understand application of negotiation in Business Process Engineering
- To know the characteristic features of Kaizen relevant to BPR

COURSE OUTCOMES:

Learners should be able to

1. Evaluate Business Process Reengineering and Kaizen and its various concepts.
2. Understanding how the Implementation of Business Process Reengineering
3. Understand the ways that Change Management in Business Process Reengineering and techniques to interact with their customers.
4. Identify change Management in Business Process Reengineering
5. Demonstrate Application of negotiation in BPR and Implementation of changes
6. Understand Complacency management

Unit I

Business Process Reengineering and Kaizen - BPR: Definition, Japanese Business strategy, Kaizen and Management, Characteristic features of Kaizen relevant to BPR - New developments in BPR

Unit II

Business Process Reengineering and other Management concepts - Issues in BPR, BPR and TQM - QFD - ISO standards - ERP - Benefits of ISO standards.

Unit III

Implementation of Business Process Reengineering - Business vision and process objectives, Identification of processes to be reengineered - Measurement of processes - Design - Evaluation of process prototype.

Unit IV

Reengineering Structure and Pitfalls - BPR leader - Process owners - Reengineering teams - Pitfalls in organizational environment - Complacency management - Reengineered process - Appraisal system

Unit V

Change Management in Business Process Reengineering - Structure of change, Approaches to radical change, Management of change in BPR, Application of negotiation in BPR. Implementation of changes

Suggested Readings:**Text book:**

1. Rastogi, P .N (2007).*Re- engineering and Re-inventing the Enterprise*. New Delhi: Wheeler Publications

References:

1. Dey B .R. (2004). *Business Process Reengineering and change Management*. Biztantra,
2. Jeston, J & Nelis. J. (2008) *Business Process Management: Practical Guidelines to Successful Implementations*. Singapore: Elsevier Ltd.
3. Sumanth, D.J. (2006) .*Total Productivity Management*. USA: CRC Press Ltd.
4. H. Harrington, (2005), *Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness*. New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To provides an insight into maintenance planning, analysis, system, cost and advanced techniques
- To introduce the functions of maintenance.
- To familiarize the students with Total Productive Maintenance.
- To understand the concept of optimum overhaul.
- To understand the concept of maintainability and maintainability improvement
- To understand and apply the forecasting techniques in estimating the requirement of resources.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate Maintenance Concepts, Objectives and functions of maintenance and its various concepts.
2. Understand what Maintenance Planning means to business executives and academics.
3. Understand Failure Data Analysis and Preventive Maintenance
4. Evaluate Design out maintenance, Total Productive Maintenance - Reduction of Maintenance Cost
5. Demonstrate knowledge in maintainability improvement
6. Understand Total Productive Maintenance (TPM)

Unit I

Maintenance Concepts - Objectives and functions of maintenance – Types - Maintenance strategies - Organization for maintenance - Five Zero concept - New Developments in Maintenance

Unit II

Failure Data Analysis - MTBF, MTTF, Useful life, Survival curves, Repair time distribution, Break down time distributions, Poisson, Exponential and Normal distribution. Availability of repairable Systems - Maintainability prediction - Design for maintainability - Preventive Maintenance

Unit III

Maintenance Planning - Overhaul and repair: Meaning and difference, optimal overhaul / Repair / Replace maintenance policy - Replacement Decisions: Optimal Interval - Group Replacement

Unit IV

Maintenance Systems - Fixed time maintenance, Condition based maintenance, Operate to failure, Opportunity maintenance, Design out maintenance, Total Productive Maintenance - Reduction of Maintenance Cost

Unit V

Advanced Techniques - Reliability Centered Maintenance (RCM) – Total Productive Maintenance (TPM) - Philosophy and implementation, Signature analysis - Expert systems – Concept of Terro technology, Reengineering Maintenance Process, Concept of reliability, Reliability improvement, Concept of maintainability and maintainability improvement, Maintenance Management Information System and Technical Audit

Suggested Readings:**Text Book:**

1. Mishra R. C and Pathak, K. (2006) *Maintenance Engineering & Management*. New Delhi: Prentice Hall India.

References:

1. Gopalakrishnan, P. Banerji A.K. (2006) *Maintenance and Spare Parts Management*. New Delhi: Prentice Hall of India.
2. Kelly and Harris, M .J. (2008). *Management of Industrial Maintenance*. Butterworth Company Limited.
3. Jardine, A.K.S. (2006) *Maintenance, Replacement and Reliability*. Pitman Publishing,
4. Singh, U. K and Dewan, J.M. (2007). *Maintenance Management*. New Delhi: Common Wealth Publishers.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in the integrated perspective of Lean thinking apart from covering all the basic tools needed.
- To understand the principles behind lean manufacturing philosophy.
- To enable the student to understand the concept of Value Stream Mapping (VSM)
- To get an insight with the implementation of various lean manufacturing techniques.
- To understand the concept of Lean line optimization
- To understand Lean Implementation and Milestones

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate relevant for those joining both manufacturing and service organizations
2. Demonstrate Lean Manufacturing System and its various concepts.
3. Understand what Kanban Strategies means to production
4. Understand the ways that Lean Implementation and Milestones tools and techniques to interact with the workers
5. Demonstrate lean implementation in service
6. Gain knowledge in Lean Line management

Unit I

Benefits of Lean Manufacturing System - History and modern applications, MRP and their impact, Lean manufacturing model, Kanban Methodology, Continuing evaluation, Strategic Business Analysis. Internet and e-commerce applications & Reverse Auction

Unit II

Understanding Product, Process and Demand - Value Stream Mapping – Scope - Selecting parent parts - Lean line – Demand - Documenting process flow - Talk time - Process linking and Balancing - Imbalance Approach - Resource , Physical Layout, Designing 5S, Kanban Signaling

Unit III

Kanban Strategies – Process - Single and Multi Card system - Inventory Management, Advantages and Disadvantages - Team Establishment: Commitment, Physical facilitation, Management Structure - Transformation process and perpetual inventory

Unit IV

Lean Implementation and Milestones - Software requirement milestones - Understanding process, Product and Materials - Checking - Factory design - Line startup - Lean implementation in services

Unit V

Lean Line management - Matching customer demand - Customer response policy - Lean line optimization - Resistance to change - Flexibility and rewards.

Suggested Readings:**Text book:**

1. Michael L.George. (2002). *Lean Six Sigma*. New Delhi: Tata McGraw Hill.

References:

1. P.Hobbs. (2009) *.Lean Manufacturing Implementation*, J. Ross Publishing,
2. Liker. (2004). *The Toyota Way*. New Delhi: Tata McGraw Hill.
3. Garry Conner. (2008). *Lean Manufacturing for the Small Shop*. Society of Manufacturing Engineers.
4. Allan, Robinson and Stewart. (2001).*Lean Manufacturing – A Plant Floor Guide*, Society of Manufacturing Engineers.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in Insurance Products concept
- The students to know about the constitutional provisions in areas and different types of general insurance.
- To know the concepts, principles, practices and procedures adopted by insurers in underwriting all classes of non-life insurance
- To understand the evolution and growth of general insurance sector in India.
- To analyze International Issues in Insurance Markets
- To Understand the Concept of banking and insurance its history, products and regulatory body.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate knowledge in insurance and its various concepts.
2. Understand what insurance means to business.
3. Demonstrate the International Issues in Insurance Markets
4. Understand various types of insurance like motor, fire Insurance, medical and miscellaneous insurance.
5. Analyze the problems in Insurance market
6. Gain knowledge about Some Market Practices

Unit I:

Types of Health Insurance Products in India – Hospitalization Indemnity product – Personal Accident products – Critical Illness product – Daily Hospital Cash benefit – Disease management covers – Outpatient covers – Investment products in health insurance and health savings components.

Unit II:

Fire Insurance-Meaning- Scope- Policy Drafting, Endorsements & Premium Computation: Proposal form – Risk Inspection Report Scope and Purpose – Premium – The Schedule – Drafting of Policy – Endorsements – Renewal Notice - The Standard Fire and Special Perils

Policy: Preamble – Perils covered viz. Fire, Lightning, Explosion/Implosion, Aircraft Damage, Riot, Strike, and Malicious Damage.

Unit III:

Development of Engineering Insurance and Relevant Legislation: Historical background – Statutes & Regulations that affect conduct of business in India. Construction Phase insurances – Operational Phase insurances.

Unit IV:

Miscellaneous Insurance- Scope- Functions-Money Insurance: Introduction, Coverage, Special features, Exclusions, Conditions, Underwriting considerations, Rating Pattern, Claims Procedure. Bankers Indemnity and Jewellers Block Insurance– Coverage-Rating pattern – Claims procedure.

Unit V:

Motor Insurance- Motor Third Party Pool – Dysfunctional Motor Market – Motor Third Party Pool – Review of Pool – Knock for Knock Agreement – International Issues in Insurance Markets – International Translation of Driver’s License – Some Market Practices.

Suggested Readings:

Text Book:

1. *Practice of General Insurance IC 11* (2013). Mumbai: Insurance Institute of India,.

Reference Books:

1. Magee, J. & Bicklhaupt, D. (2001). *General Insurance*. Irwin Publishers.
2. ArunAgarwal / Rao, P.R. (2002). *Study on Distribution Functions in General Insurance and Role of Intermediaries*.
3. Frappoli, M. (2005). *General Insurance for Information Technology Professionals*

COURSE OBJECTIVES:**To make the students**

- To have an exposure in insurance mechanism concept
- To understand the Concept of Insurance its Evolution.
- To overview of major life insurance and general insurance products
- To evaluate the concept of insurance and cover of risk.
- To get an insight in Insurance contract and Importance of group insurance schemes
- To apply the Concept of banking and insurance, its products in lifelong practice.

COURSE OUTCOMES:

Learners should be able to

1. Demonstrate knowledge in insurance and its various concepts.
2. Understand what insurance means to business.
3. Demonstrate the International Issues in Insurance Markets
4. Understand various types of insurance like motor, fire Insurance, medical and miscellaneous insurance.
5. Analyze the problems in Insurance market
6. Understand Main features of group insurance schemes

Unit 1:

Concept of Insurance its Evolution: Basics evolution of Insurance – Scope of Insurance - Classes of Insurance – Importance of Insurance – Management of risk by individuals – Management of risk by Insurers – Fixing of Premiums – Reinsurance and its importance.

Unit II:

Insurance Market: Constituents of Insurance Market – Operations of Insurance Companies - Operations of Intermediaries – Specialist Insurance Companies – Role of regulators – Other bodies connected with Insurance - Understanding Insurance Customers – Different customer needs – Importance of Customers.

Unit III:

Insurance Contract: Terms of Insurance contract – Principles which forms the foundation of insurance – Significance of the principle of Insurable Interest – Principle of Indemnity – Principle

of Subrogation – Principle of Contribution – disclosure of all Relevant Information – Principle of Utmost Good faith.

Unit IV:

Different types of life insurance plans – Term Plan – Endowment Plan – Money Back Insurance Plan – Whole-Life Insurance Plan – Unit Linked Insurance Plans (ULIPs) – Joint Life Insurance Plans – Child Insurance Plans – Rider benefits – Industrial life insurance – MWP Policies– Keyman insurance – Health insurance and its types.

Unit V:

Importance of group insurance schemes – Main features of group insurance schemes – Eligibility conditions in group insurance – Different types of group insurance schemes – Group Term Insurance Scheme – Group Gratuity Scheme – Group Superannuation scheme – Types of group superannuation schemes – Group Leave Encashment scheme - Risk Management – Types of reinsurance – Method of reinsurance - Insurer's role in risk management – Risk evaluation.

Suggested Readings:

Text Book:

1. *Principles and Practice of Insurance* Revised Edition: 2013, Insurance Institute of India, Mumbai.

Reference Books:

1. Magee, J. & Bicklhaupt, D, (2001). *General Insurance* (2nd Edition), Cambridge University Press.
2. Arun Agarwal / Rao, P.R. (2002). *Study on Distribution Functions in General Insurance & Role of Intermediaries*.
3. Frappoli, M. (2011). *General Insurance for Information Technology Professionals Education US*.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in retailing concept and consumer behavior in retail.
- To equip students with theoretical and practical knowledge
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight Financial Viability ,Profit Margin and Solvency Margin
- To have exposure on Reinsurance, Types of Reinsurance - Reinsurance Support, terms and conditions of Treaty, Inter Alia .
- To understand the Terms and Conditions of Treaty

COURSE OUTCOMES:

Learners should be able to

1. Explain Types of Insurance Products and its various Legal Aspects of Product concepts.
2. Understand what is the meaning of Price and Premium, Equation of Value – Components of Premium
3. Understand the Problems in Determination of Premium
4. Demonstrate the Premium Bases and determine the Premium bases
5. Understand the product design, Pricing and Interest rates
6. Gain knowledge in Financial Viability

Unit I:

Definition of Insurance Product – Scope of Insurance-Physical Form of Product – Utility of Product – Legal Aspects of Product – Insurable Interest – Rights of Nominees, Assignors, Heirs and Successors. Profitability – Design of Product – Health and other conditions – Maturity – Suppression of Information – Consumer Grievances – Regulators, Stakeholders.

Unit II:

Meaning of Price and Premium – Equation of Value – Components of Premium – Problems in Determination of Premium – Renewal Expenses – Long term Business – Life Insurance Business – Assurances – Pure Death Benefit Contracts –Annuities – Riders / Add-ons – Alterations – Profit Contracts –Types of Bonuses – Discount in Premium.

Unit III:

Types of Insurance Products – ‘Group’ and ‘Group Policy/Scheme’ – Insured Group Schemes – Experience rating – Profit Sharing – Interest Rate – Determination of Interest Rate.

Unit IV:

Premium Bases – How to determine this Premium bases - Use of Premium bases - Commission rates - Use of Commission Rates – Expense rates.

Unit V:

Financial Viability – Profit Margin and Solvency Margin - Reinsurance – Terms and Conditions of Treaty, Inter Alia – Types of Reinsurance - Reinsurance Support.

Suggested Readings:**Text Book:**

1. Insurance Institute of India. (2013). *Actuarial Aspects of Product Development*. Mumbai.

References:

1. Hossack , I. B. (1999). *Introductory Statistics with Applications in General Insurance* (2nd Edition).
2. Atkinson, D. B. and Dallas, J. W. (2000). *Life Insurance Products and Finance: Charting a Clear Course*.
3. Gauger, M. A. (2011). *Actuarial Models: An Introductory Guide for Actuaries and Other Business Professionals*. (3rd Edition).

COURSE OBJECTIVES:**To make the students**

- To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
- To understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To Communicate in oral and written form and prepare report
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

COURSE OUTCOMES:

Learners should be able to

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into lifelong practice.
5. Communicate in oral and written form and prepare report
6. Understand the concept of organizational study

During second semester vacation each student shall undertake a Summer Internship for 30 Days. The summer internship may be a general study of all functional areas of a company or may be a functional focus on a specialized functional area of management in a company. The report should be certified by the concerned organization where the student has undertaken the internship. He /She shall also submit a detailed report for Viva-voce Examination.

COURSE OBJECTIVES:**To make the students**

- To develop knowledge and skills necessary to manage various components of a practice that includes organization, administration, communication, and managerial aspects.
- To bring improvements in Interpersonal Skills and Practice-Based Learning
- To Identify the key competencies needed to be an effective manager.
- To Provide the students with the capability to apply theoretical knowledge in simulated and real-life settings.
- To Develop the students' ability to work in teams.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.

COURSE OUTCOMES:**Learners should be able to**

1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
2. Understand the major internal features of a business system and the environment in which it operates.
3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
4. Conduct topic and case analysis to apply theoretical concepts.
5. Prepare and present structured presentations and reports.
6. Evaluate, classify, imagine and plan the successful management practices.

Unit I

Personality Development / Personal Branding for Career Success – SWOT Analysis – Knowing your personality – Emotional Quotient – Lateral thinking – Handling criticisms – Body language.

Unit II

Personal etiquette - Good work practices, Dress code, Code of Good conduct, Handling ethical dilemmas – Business etiquettes — Behaviour at work - Awareness of Diversity, Respecting others' space, Greeting in business setting, Meeting people in business setting, developing relationship with superiors and staff - Dining Etiquette - Cross Cultural Etiquette.

Unit III

Managerial Skills – Innovative planning – Conducting professional meetings and conferences – Customer retention and satisfaction – Goal setting and problem solving, handling contingent situation.

Suggested Reading:

References:

1. Hurlock, E.B. (2006). *Personality Development*, New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:**To make the students**

- To familiar with Verbal communication and Non - Verbal communication.
- To understand presentation skills and its importance.
- To be familiar with body language and facial expressions.
- To comprehend on the requirement of the industry like attitude, language, behaviour, body language, learning style etc.
- To train the student on corporate etiquettes, professional skills, English language.
- To equip the students to draft resume, face the Group discussion and interview.

COURSE OUTCOMES:**Learners should be able to**

1. Organize and participate in public meetings
2. Develop powerful and effective presentations
3. Gain confidence in giving and receiving feedbacks
4. Students attain competence in functional use of communication during both academic and non-academic life situations.
5. To draft effective business correspondence with brevity and clarity.
6. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

Unit I**PERSONAL COMMUNICATION:**

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

Unit II**SOCIAL COMMUNICATION:**

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

Unit III

GROUP / MASS COMMUNICATION:

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.

Suggested Readings:

References:

1. Hurlock, E.B. (2006). *Personality Development*. New Delhi: Tata McGraw Hill.
2. Windshuttle, Keith and Elliot E. (2001). *Writing, Researching and Communicating: Communication Skills for the Information Age*. Australia: Tata McGraw Hill.
3. Goleman, Daniel. (2000). *Working with Emotional Intelligence*. New York: Bantam Books.

COURSE OBJECTIVES:**To make the students**

- To aware of short term movement of capital, problems related to working capital, committee's recommendation on working capital.
- To study about the importance of working capital.
- To learn the factors of cash management.
- To understand credit policy of receivable management.
- To learn the various techniques of inventory management.
- To understand the factors affecting working capital requirements

COURSE OUTCOMES:**Learners should be able to**

1. Gain knowledge about the concept of working capital management
2. Recognize the availability of difference source of capital and computation of cost of capital.
3. Recognize the importance of financial leverage, dividend policies and capital structure theories and its application in business.
4. Comprehend on the importance working capital, its determination and application.
5. Gain knowledge in system of assessment of working capital finance
6. Understand the recent trends in working capital financing

Unit I

Working Capital Management - An overview – Concepts - Importance - Components of Working Capital – Levels of working capital investment- Factors Influencing the Requirements of Working Capital, Issues and Practices of working capital management in India. Forecasting of Working Capital requirement (Problems).

Unit II

Cash Management – Facets of cash management – Motives of Holding cash – Factors influencing cash balance – Determining Optimum Cash Balance – Cash Planning – Managing cash collections and disbursement – Investing the Surplus in Marketable Securities. Cash Budget (Problems), Cash Management Practices, issues in India

Unit III

Receivables Management- Objectives - Credit Policies – Credit Terms - Nature and Goals of Credit Policy – Optimum Credit Policy - Credit Period - Collection Efforts - Credit Evaluation - Credit granting decision - Control of Receivables – Factoring – Definition and Mechanism – Advantages - Forfeiting (Problems).

Unit IV

Inventory Management - Nature of Inventories – Objective of Inventory Management - Need to hold Inventories - Techniques for managing inventory - Inventory Control System – (Problems)

Unit V

Working capital financing: Working Capital Control and Banking policy - Committee recommendations on working capital - New system of assessment of working capital finance. Trade credit – Bank Credit – Commercial Papers – Certificate of Deposits– recent trends in working capital financing.

Note: Problems 40 Marks and Theory 60 Marks.

Suggested Readings: Text**Books:**

1. Bhalla, V.K. (2010). *Working Capital Management* (9th Edition). New Delhi: Anmol Publications Pvt Ltd.
2. Khan, M.K. and Jain, P.K.(2011). *Financial Management*. New Delhi: Tata McGraw Hill.
3. Tulsian, P.C. (2009). *Financial Management* (3rd Edition). New Delhi: S.Chand and Co Ltd

References:

1. Gitman, J.L. (2009). *Principles of Managerial Finance*. New Delhi: Pearson Education Limited.
1. Pandey, I.M. (2010). *Financial Management* (10th Edition). New Delhi: Vikas Publishing House Pvt Ltd.
2. Prasanna Chandra. (2007). *Financial Management* (4th Edition). New Delhi: Tata McGraw Hill.

COURSE OBJECTIVES:
To make the students

- To clarify the structure and functioning of capital market.
- To expose the concepts of investment Risks and Securities.
- To facilitate them to understand and exploit the tools available for analysis.
- To hassle the need of portfolio management and its application
- To understand the security analysis & portfolio management concept and its importance and its applications in business
- To Understand the Concept of investing and mechanics for formulating investment decisions.

COURSE OUTCOMES:
Learners should be able to

1. Understand the role of a financial manager, and their role in taking decisions professionally.
2. Apply the concept to Evaluate the business proposal applying capital budgeting techniques
3. Compute the security analysis & portfolio management
4. Comprehend the knowledge of assessing the working of organization to assess the liquidity position of the firm.
5. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions
6. Understand about SAPM. Investments', its types, risk involved in investments', analysis pertaining to investments, Portfolio Theory and models on investment management.

Unit I

Investments – Concepts and features- Objectives – Constraints - Investment vs Speculation - Investment Process, Investment Planning - Investment Avenues – Securities Market – Participants – Securities – Indices - Risk.

Unit II

Over view of capital market - Structure in Indian capital market- Major players - Role of stock exchanges – Simple trading process - Trading and settlement procedures at NSE and BSE. Securities Contract Regulation Act - Securities and Exchange Board of India - Indian debt market- Stock Market Indices.

Unit III

Fundamental Analysis: Economic analysis – Economic Forecasting - Industrial Analysis - Industry life cycle – Analytical tools – SWOT – Porter’s Five Force Model – Company Analysis.

Unit IV

Forecasting individual stock performance: Technical analysis – Charting methods – Market indicators, Trends –Trend reversals- Moving average – Oscillators - CAPM –APT theory - Risk and return – Types - Factors affecting option price.

Unit V

Portfolio theory – Portfolio construction – Markowitz diversification model – Performance evaluation – Portfolio revision- Portfolio evaluation: Sharpe Index, Treynor Index, Jensen's Model.

Suggested Readings:**Text books:**

1. Sasidharan, K. and Alex, K. Mathews. (2013). *Security Analysis and Portfolio Management*. New Delhi: Tata McGraw Hill Education Private Limited.
2. Punithavathy, Pandian. (2013). *Security Analysis and Portfolio Management*. New Delhi: Vikas Publishing House Pvt Ltd.

References:

1. Donald, E. Fischer., and Ronald, J. Jordan. (2010). *Security Analysis & Portfolio Management*. New Delhi: Prentice Hall of India Private Ltd.
2. Prasanna Chandra. (2010). *Managing Investments*. New Delhi: Tata McGraw Hill.
3. Avadhani, V.A. (2008). *Securities Analysis and Portfolio Management*. New Delhi: Himalaya Publishing House,
4. Kevin. (2010). *Security Analysis and Portfolio Management*. New Delhi: Prentice Hall of
Master of Business Administration (General Management 2017 Batch) Karpagam Academy of Higher Education

BONDS, DERIVATIVES AND COMMODITY MARKET MANAGEMENT

COURSE OBJECTIVES:**To make the students**

- To clarify the structure and functioning of concepts Of Bonds, Derivatives, Futures
- To expose the concepts of investment concepts Of Bonds, Derivatives,
- To facilitate them to understand and exploit the tools available for analysis.
- To hassle the need of concepts of Bonds, Derivatives, Commodity and its application
- To understand the concepts of Bonds, Derivatives, Futures and Options management concept and its importance and its applications in business,
- To impart the structure and functioning of commodities market.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the role of a financial manager, and their role in taking decisions professionally.
2. Demonstrate knowledge and compute value of security analysis & portfolio management and apply the concept to Evaluate the business proposal applying capital budgeting techniques
3. Compute the commodity trading: commodity derivatives – commodity exchanges in India
4. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions
5. Explain about concepts of Bonds, Derivatives, Futures and Options management pertaining to investments
6. Gain knowledge in Clearing, settlement and risk management in commodity trading.

Unit I

Bonds attributes – Bond returns and prices – Risk structure of bonds – Forecasting interest rate bonds – The term structure of interest rates. Bond management strategies; - Passive – Semi

active – Active – Passive and active strategies – New innovations in bonds - Bond portfolio management.

Unit II

Introduction to Derivatives: Definition – Types – Market index: Types of index; Introduction to futures and options; Forward contract – Limitations – Features, futures Vs forward contract. Introduction to options – Distinction between futures and options, pay off for derivative contracts.

Unit III

Futures and options , trading systems – Basis of trading – Eligibility of stock for futures and options trading – Clearing and settlement; clearing entities – Members – Banks – Mechanism – settlement mechanism – Regularity framework- Case studies in relevant topics.

Unit IV

Introduction to commodity trading: commodity derivatives – Commodity exchanges in India – Types of instruments available for trading – Pricing – Commodity derivatives, hedging, speculation, arbitrage in commodity derivative markets. Case studies in relevant topics.

Unit V

Clearing, settlement and risk management in commodity trading, Calendar and settlement schedule – Position determination – Settlement mechanism - Settlement price – Margining – Final statement – Exception handling – Regularity framework. Case studies in relevant topics.

Suggested Readings:

Text Books:

1. Sunil, K. Parameswaran. (2009). *Future and Options*: New Delhi: Tata McGraw Hill.
2. John, H. (2012). *Options Future and other Derivatives*. New Delhi: Pearson Education.

References:

1. Vijaya, R. Bhaskar and Mahapatra, B. (2007). *Derivatives Simplified* (1st edition). Response Books.
2. Patwari, D.C. and Anshul Bhargava. (2009). *Indian Institute of Banking & Finance - Commodity Derivatives* (1st edition). New Delhi: Macmillan India Ltd.

3. Patwari, D.C.and Anshul Bhargava. (2006). *Options and Futures* (3rd edition). Jaico Publishing House.
4. Yadav, Jain., and Peyrard. (2008). *Foreign Exchange Markets*. New Delhi: Macmillan India Ltd.

COURSE OBJECTIVES:**To make the students**

- To Gain knowledge in the various dimensions of product management such as Brand Positioning and its Preference.
- To develop familiarity and competence with the strategies
- To understand the tactics involved in building, leveraging and defending strong brands in different sectors.
- To equip the students with the various dimensions of product management such as Brand Positioning and its Preference.
- To understand the concept of new product development process and apply it lifelong.
- To comprehend on the idea creation, development and testing techniques.

COURSE OUTCOMES:**Learners should be able to**

1. Understand what a product is, the various levels which make it up, and different types of products
2. Explain the concept of Branding of a product, concepts related to branding, its types, packaging, labeling, brand rejuvenations, success strategies are inculcated in this course
3. Understand how products can be classified, and the nature of the product line and product mix.
4. Demonstrate Brand valuation and Building global brands
5. Explain Categorization Affects Information Processing and Attitudes
6. Understand the concept of Brand Rejuvenation

Unit I

Products - Concepts - New Product Development – Strategies - Launching Strategies, Portfolio Management - BCG, GE, Porter's Model, Competitor's Analysis, Customer Analysis, Market potential, Product Demand pattern and Trend Analysis.

Unit II

The Concept of Brands - The Economic Importance of Brands - The Social and Political Aspects of Brands - Difference between Marketing and Branding - Changing Rules of Marketing and Branding in India - Digital Dimension, Consumer Activism, Leveraging Technology

Unit III

Introduction to Brand Positioning: The 4Ps – An Inherently Futuristic Model - 4Ps in the IT Age - Brand Positioning - Fundamentals of Brand Positioning - First Movers - Mistakes in Brand Positioning – Introspection - Gaining Brand Preference.

Unit IV

The Brand Relevance Model: The First Mover Advantage - Managing a New Category - The Different Levels of Innovation - Understanding Brand Relevance – Categorization - Creating New Categories or Subcategories — Four Tasks - How Categorization Affects Information Processing and Attitudes

Unit V

Packaging – Labeling - Brand Rejuvenation - Brand Success strategies - Brand Resilience - Brand Equity - Brand valuation - Building global brands - Branding failures.

Suggested Readings:

Text Books:

1. Lehmann., and Winner. (2004). *Product Management*. New Delhi: Tata McGraw Hill.
2. Venugopal., K. (2010). *Product and brand management*. New Delhi: Himalaya Publishing House.

References:

1. Subroto Sengupta. (2005). *Brand Positioning*. New Delhi: Tata McGraw Hill Education Private Limited.
2. David Aaker. (2011). *Brand Relevance – Making Competitors Irrelevant*. Jossey Bass.
3. Hamel, G., and Prahalad, C.K. (1994). *Competing for the Future*. Boston: Harvard Business School Press.
4. Kartikeya Kompella, (2006). *Building Brands: A guide to increasing the financial value of brands*. Viva Books Private Limited.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in retailing concept and consumer behavior in retail.
- To understand the retail marketing mix and Promotional measures.
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in IT application and international retailing trends
- To understand the basic concepts of Retail environment.
- To provide an insight into the marketing research area emphasizing the consumer's needs and solutions to it in a scientific approach.

COURSE OUTCOMES**Learners should be able to**

1. Explain retailing and its various concepts.
2. Understand what retailing means to business executives and academics
3. Understand the ways that retailers use marketing tools and techniques to interact with their customers.
4. Demonstrate knowledge of the various forms of Retail outlets and current trends in Retail
5. Understand the concept of Global retailing trends
6. Explain IT applications in retail

Unit I

Retailing – Introduction – Importance – Challenges in retailing — Consumer behavior in retail context – Process - Demographic and socio-economic factors – Strategic Retail Planning process – Opportunities and Competitive advantage

Unit II

The Evolution of retail format –Theories in retail development- environmental, Cyclical and conflict theory – The concept of life cycle in retail - Retail Models – Classification – Store Based – Non store based – Direct Marketing – Franchising – Forms - Mall Management – Mall Designs.

Unit III

Retail Marketing Mix – Product decision – Concepts. Pricing decision - Concepts - Types of Pricing - Leader pricing - Odd pricing - Promotion decision – Advertising, sales promotion – tools, Publicity

Unit IV

Application in retail - IT applications in retail – Database marketing, data mining and business intelligence – Electronic retailing, Security systems – Developing decision support systems – Visual Merchandising – Types of Visual Merchandising.

Unit V

Global retailing trends - Indian and International retailing trends – Indian Retailers in Jewellery - Textiles – Food - Music and Electronics – Ethics in retailing – Social responsibility and Consumerism.

Suggested Readings:**Text Book:**

1. Lucas, G.H., Bush, R.P and Gresham, L.G. (2011). *Retailing*. New Delhi: All India Publishers.

References:

1. Berman,B., and Evans, J.R. (2010). *Retail management: A Strategic Approach* (10th Edition). New Delhi: Prentice Hall India Publishers.
2. Gilbert, D. (2009). *Retail Marketing Management* (2nd Edition). New Delhi: Prentice Hall India Publishers.
3. Judy Strauss., and Adel El-Ansary. (2010). *E-Marketing* (3rd edition). Raymond Frost.
4. Suja Nair. (2009). *Retail Management* (4th Edition). New Delhi: Himalaya Publishing House.

COURSE OBJECTIVES:**To make the students**

- To understand the need and importance of maintaining a good
- To have an in-depth knowledge in CRM structures, planning and implementation
- To acquire acquaintance in Concepts and Context of relationship Management
- To gain familiarity by understanding Customers Behaviour and Analysis their Profile,
- To identify Customer perception with the concepts and practical implications of customer relationship management,
- To be familiar about compensation and reward management and its practice in industry.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the psychology behind customer relationship
2. Estimate the Customer behavior in relationship perspectives
3. Understand their Expectations and analyze Profitable customer segments.
4. Comprehend and apply the Strategies for Customer acquisition and Retention
5. Recognize Data Ware housing and use the Data mining for CRM and CRM software packages
6. Familiar about Data Warehousing and Data mining for CRM

Unit I

Introduction - Definition - 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 - Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives;

individual and group customer's - Customer life time value – Selection of Profitable customer segments.

Unit III

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

Unit V

Trends in CRM – E-CRM Solutions – Data Warehousing – Data mining for CRM – CRM software packages

Suggested Readings:

Text Books:

1. Shainesh, G., and Jagdish, N.Sheth, (2006). *Customer Relationships Management: Strategic Perspective* New Delhi: Macmillan Publications.
2. Alok Kumar et al, (2008). *Customer Relationship Management: Concepts and applications*. Biztantra.

References:

1. Mohammed, H.P., and Sagadevan, A. (2012). *Customer Relationship Management- A step by step approach*. New Delhi: Wiley India Pvt. Ltd.
2. Jim Catheart. (2005). *The Eight Competencies of Relationship Selling*. New Delhi: Macmillan India.
3. Assel. (2008). *Consumer Behavior - A Strategic Approach* (6th edition). Biztranza.
4. Kumar. (2007). *Customer Relationship Management - A Database Approach*. New Delhi: Wiley India Pvt. Ltd.
5. Francis Buttle. (2009). *Customer Relationship Management: Concepts & Tools*. (2nd edition). Elsevier.
6. Zikmund. (2012). *Customer Relationship Management*. New Delhi: Wiley India Pvt. Ltd.

COURSE OBJECTIVES:**To make the students**

- To learn about industrial relations concept and objectives.
- To know about the industrial conflict and handling the disputes.
- To know about the different types of labor.
- To focus on industrial safety and psychological problems
- To understand Procedure for taking disciplinary action, Indian law on punishment
- To know the Conditions for effective collective bargaining

COURSE OUTCOME:**Learners should be able to**

1. Understand legal issues connected Occupational hazards with HR, Industrial safety,
2. Gain knowledge and welfare measures in order to have a peaceful industrial relation.
3. Understand the concepts and procedures of collective bargaining
4. Gain knowledge of Industrial safety, Occupational hazards
5. Demonstrate knowledge of Statutory welfare measures – Welfare Funds – Education and training schemes
6. Know about the Education and training schemes

Unit I

Industrial Relations – Concepts and Approaches – Causes of poor Industrial Relations - Effects of poor Industrial Relations-Suggestions to improve Industrial Relations- Trends in India. Trade unionism – Objectives - Functions – Structure.

Unit II

Industrial Conflicts – Industrial disputes – Types - Causes – Handling and settling disputes – employee grievances – Steps in grievance handling - Settlement of grievance in Indian industry - Employee discipline - Types of discipline, policy procedures with standing order format, causes and types - Kinds of punishment - Procedure for taking disciplinary action, Indian law on punishment.

Unit III

Collective Bargaining:- Concept – Function and importance – Principles and forms of collective bargaining – Procedure – Conditions for effective collective bargaining – Worker’s participation in management, Negotiation Law - Role and methods of worker’s participation – Management participation in Trade Unions.

Unit IV

Industrial Safety – Causes of accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Factors, Importance and Problems – Occupational hazards – Diseases – Psychological problems – Counseling

Unit V

Labour Welfare – Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory welfare measures – Welfare Funds – Education and training schemes – Child labour – Female labour – Contract labour – Construction labour – Agricultural labour and differently abled labour - CLRA (Contract Act) and Child labour – Statutory forms.

Suggested Readings:

Text Book:

1. Nair, N.G., and Latha Nair. (2007). *Personnel Management and Industrial Relation*. New Delhi: Sultan Chand and Sons.

References:

1. Tripathi, P.C. (2009). *Personnel Management and Industrial Relations*. New Delhi: Sultan Chand and Sons.
2. Matoria, C.B., and Sathish Matoria. (2010). *Dynamics of Industrial Relation*. New Delhi: Himalaya Publishing House.
3. Arun Monappa. (2009). *Industrial Relations*. New Delhi: Tata McGraw Hill.
4. Subba Rao, P. (2008). *Essentials of Human Resource Management and Industrial Relations*. Mumbai: Himalaya Publishing House.

COURSE OBJECTIVES:**To make the students**

- To know the role and functions of training and development in organization,
- To understand the theories, principles and their implications for the effectiveness of training programs.
- To elucidate on Implementation of Training – Physical arrangements – Classroom management – Trainer’s skills and styles
- To understand Career Planning and Factors affecting Career Choices, Career Stages, Career anchors, Succession planning
- To realize the need of controlling in improving the performance of the organization.
- To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results

COURSE OUTCOME:**Learners should be able to**

1. Explain the concept of training and developing employees.
2. Gain knowledge in such a way that employees can be mould to the requirement for better productivity.
3. know the Steps involved in Career Development- Management Development
4. Gain knowledge on the types of management development programmes
5. Understand the Emerging Trends and Future Prospects in Training and Development.
6. Gain knowledge in Career Planning and management development programmes

Unit I

Training concepts – Features – Objectives – Benefits – Principles of Training, Scope, Historical development of Training and Development, applying to organizational effectiveness - Concepts of Learning, Components of Learning – Principles of Learning – Learning Theories – E –Learning.

Unit II

Training Process – Key factors in designing training programme - Assessing Training needs – Methods of TNA – Training Design – Constraints in Training Design

Unit III

Implementation of Training – Physical arrangements – Classroom management – Trainer’s skills and styles – Transfer of Training - Evaluation of Training – Need – Types of instruments – Evaluation design – Models of Training evaluation.

Unit IV

Training Methods – On and Off- the-Job training Techniques - Lecture Methods, Programmed Learning – Discussion methods, case Methods, Role Play – Types, Business games, in-basket exercises, Field Training, Audio-Visual Aids, Static and Dynamic media – Computer based training, Training methods adopted by Successful Indian Organizations.

Unit V

Career Planning – need - Factors affecting Career Choices, Career Stages, Career anchors, Succession planning – Steps- Career Development- Management Development – Need and Importance – Types of management development programmes - Management characteristics – skill acquisition – Training for Executive level management - Emerging Trends and Future Prospects in Training and Development.

Suggested Readings:

Text book:

1. V.Janaki Raman, V. (2009). *Training and Development*. Biztantra

References:

1. Sahu, R.K. (2008). *Training for Development* (1st edition). New Delhi: Excel Books.
2. Pareek Udai and Rao, T.V. (2009). *Designing and Managing Human Resource System*. New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd.
3. Rao, P.L. (2009). *Training and Development*. New Delhi: Excel Books.
4. Nick Blanchard, P., and James W. Thacker. (2008). *Effective Training*. New Delhi: Prentice Hall of India
5. Raymond A. Noe. (2009). *Employee Training and Development*. New Delhi: Tata McGraw Hill.
6. Tapomoy Deb. (2008). *Training and Development*. New Delhi: ANE Books Pvt Ltd.

COURSE OBJECTIVES:**To make the students**

- To familiar with Wages, Salary, incentives, Compensation and pay scale systems
- To understand the Concept of Equity and Compensation-Components of Compensation-
- To understand the compensation designing ,incentives and retirement plans with wage concepts.
- To know the concepts of Basics of compensation, various incentives and benefits applicable
- To get knowledge of social security laws for employees of the organization
- To Understand the fundamentals of Wages, Salary, incentives, Compensation and pay scale systems and apply lifelong

COURSE OUTCOMES:**Learners should be able to**

1. Understand the form and Components of Compensation
2. Formulate the various methods of compensating cost of living
3. Implement the Individual, Organization Wide incentives – Scanlon and Kaiser Plans.
4. Understand the Compensation plans provided by Public sectors & Private Sectors
5. Gain knowledge of Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund
6. Get knowledge of Incentives and Retirement plans

Unit I

Compensation: Concept and Nature – Concept of Equity and Compensation-Components of Compensation- Form of Compensation, Compensation Plans- Types of Compensation plans. Wage concepts – Components- Criteria of wage fixation, Types of Wages - Designing Wage, salary and Compensation Policies- Wage differentials.

Unit II

Compensation Designing – Factors affecting Compensation Designing. Incentives and Retirement plans: Basic Pay, Provisions for Dearness allowance – Calculation of total compensation package, various methods of compensating cost of living, Neutralization factors.

Unit III

Incentives and Fringe Benefits – Incentives – Definition, Types of Incentives: Individual incentives and Organization Wide incentives – Scanlon Plan, Kaiser Plan, Profit sharing, on-financial incentives, Fringe Benefits – Definition, Objectives, Types of Fringe Benefits.

Unit IV

Planning for Improved Competitiveness: Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems. Compensation provided by Public sectors & Private Sectors.

Unit V

Social Security Laws – Laws Relating to Workmen’s Compensation, Employee’s State Insurance, Provident Fund, Gratuity and Maternity Relief. Wages and Bonus Laws – The Law of Minimum Wages, Payment of Wages, Payment of Bonus. Objectives and scope of Laws. The Impact of fifth pay scale on Central and State Government.

Suggested Readings:

Text Book:

1. Er.Soni Shyam Singh. (2009). *Compensation Management*. New Delhi: Excel Books.

References

1. Sunil Bhaksi. (2000). *Compensation Management*. New Delhi: Galgotia Publications.
2. Dwivedi,R.S. (2009). *Managing Human Resource and P.M in Indian Enterprise*. New Delhi: Galgotia Publishing Company.
3. Wayne Cascio. (2007). *Managing Human Resource*. New Delhi: Tata McGraw Hill.

COURSE OBJECTIVE:**To make the students**

- To understand the practices and technology to start an online business
- To analyse the technology requirements for Ecommerce
- To know the different business models available for running a e-business
- To consider the different ways of payment and payment services available.
- To understand the E-supply chain management relating to e- business.
- To know about E-business models and Virtual Merchants

COURSE OUTCOMES**Learners should be able to**

1. Know how to build and manage an e-business
2. Know the different technology for managing business online
3. Apprehend different level of applications available to run the business
4. Realize different modes of payment options available
5. Apply the different E-supply chain management relating to e- business
6. Understand the Strategies for Web site development

Unit I

E-Commerce: What is E-Com – Need- Types of E-Com - E-Com framework - E-Com and media convergence - E-Com consumer applications – E-Com organization application. Business models for E-commerce: E-business models based on relationship of transaction parties.

Unit II

Market forces influence the I-way - components of the I-way - public policy issues shaping the I-way enabling technologies of WWW- Case studies on I – way- trends in I-way.

Unit III

E-business models – Virtual Merchants- E-payment systems – Digital payment requirements, digital E-Token systems, properties of electronic cash, and cheque payment systems on the Internet, risk and E-Payment system, designing E-Payment system, digital signature.

Unit IV

E-marketing: Traditional Marketing, identifying Web presence goals, browsing behavior model, on-line marketing, E-Advertising, internet marketing trends, E-Branding, marketing Strategies. E-customer relationship management: Customer relationship management, typical business touch points.

Unit V

E-supply chain management: E-Supply chain -E-strategy: Information and strategy, the virtual value chain, seven dimensions of E-Commerce strategy, value chain and E-Strategy, planning the E-Commerce Project, Strategies for Web site development – Technology solution to privacy Case study: mobile commerce

Suggested Readings:

Text Book:

1. Joseph, P.T.(2002). *E-commerce A Managerial Perspective* (1st Edition). New Delhi: Prentice Hall of India.
2. Ravi Kalakota., and Andrew B. Whinston. (2000). *Frontiers of E-commerce* (1st edition). Singapore: Pearson Education.

References:

1. Jason R. Rich. (2008). *The Unofficial Guide to Starting an E-commerce Business* (1st edition). New Delhi. IDG Books India Private Limited.
2. Laudon Traver. (2015). *E-Commerce (Business, Technology)*. Singapore: Pearson Education.
3. David Whitley. (2009). *E-Commerce*. New Delhi: Tata McGraw Hill,

COURSE OBJECTIVE**To make the students**

- To understand project management cycle in software development
- To study resources planning in software development
- To know the different ways of testing and quality models for software projects
- To apprehend different acquisition process and performance evaluation used
- To understand the risk management
- To know about acquisition Process of Hardware, Software and Network

COURSE OUTCOMES**Learners should be able to**

1. Gain knowledge of software development process
2. Understand the concept of Resources Planning
3. Analyze quality models for software projects
4. Gain knowledge acquisition process and performance evaluation used
5. Managing risk in software
6. Understand Software Maintenance and Configuration management

Unit I

Introduction - Software Project Management - An overview of Project planning - Stepwise planning- Activities and characteristics of SPM - Overview of COCOMO Model, PERT/CPM, Rayleigh Curve - Project Organization - Risk Management - Project Finance - Procurement Management - Project Scheduling.

Unit II

Software Project Management -Resources Planning and Estimation, Different Methods in brief- Function Point Analysis in some details - Use of CASE Tools - Introduction to MS Projects- Design and Development – Schedule - Resource Allocation - Progress Review – Project implementation and execution of MS office.

Unit III

Testing - Overview of Test Plan - Generation of Test Cases, Test Data - Types of Testing - Quality Concepts - ISO, CMM - Production / Implementation - User Acceptance Tests - Parallel Runs - Maintenance - Types - Adaptive, Corrective, Preventive Version Control and Configuration Management - Documentation Methods.

Unit IV

Acquisition Process - Hardware, Software, Network, Infrastructure -Requirement Planning-Sizing-Selection Methodology including Benchmarking - Documents involved IT HRM – Selection – Retention – Training - Career Path Planning - IT Operations – Scheduling - Performance Evaluation

Unit V

Risk management- Nature and Types of risk - Managing risk - Evaluating risk - A software management process frame works - Life cycle phases - Software Maintenance and Configuration management - Maintenance characteristics - Maintenance task - Maintenance side effects

Suggested Readings:**Text book:**

1. Roger. S. Pressman, (2007).Software Project Management (3rdedition). New Delhi: Himalaya publishers

References:

1. Donald. J. Reifer. (2006). *Software Project Management* (6th edition). New Delhi: Wiley India Pvt. Ltd.
2. Kelkar. (2012). *Software Project Management* (2nd edition). New Delhi. Prentice Hall India.

COURSE OBJECTIVE**To make the students**

- To enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning.
- To expose the students to the implementation issues and future trends associated with ERP.
- To apprehend different Sales and Distribution tools used
- To know the future trends in ERP systems to have good relation with customers.
- To Understand the concept of Enterprise Resource Planning (ERP), ERP related technologies, its implementation, module structures of ERP, ERP vendors role, future trends in ERP and apply the learnings lifelong.
- To evaluate the need of ERP for an organization, select the best vendor and implement the module that is appropriate for the organization need

COURSE OUTCOMES**Learners should be able to**

1. Gain knowledge on planning evaluation and selection of ERP systems
2. Aware on success and failure factors of ERP
3. learn the application of ERP in Supply Chain Management
4. Apprehend application of different Sales and Distribution tools for business.
5. Know the Business benefits of ES
6. Understand the concept of Data definition language

Unit I

Introduction- Purpose of database system – View of data - Data models - Database languages - Transaction Management - Storage Management - Database Administrator - Database Users- System Structure.

Unit II

Entity Relational Model: Basic concept – Key Entity Relationship Diagram, Weak Entity Sets, E-R features, Specialization, Generalization, Relational model - Structure of Relational Databases- Relational Algebra-Views.

Unit III

SQL – Background - Basic structures - Set operations - Aggregate functions - Null values -Nested – Sub queries - Derived relations - Views – Modification of the database - Joined relations - Data definition language - Embedded SQL features – Data warehousing - Concepts – architecture - Data transformation - User interface - Distributed database.

Unit IV

ERP concepts: Introduction to ERP system - Review of DBMS and Transaction processing concepts – Information models – Financial model – Financial Accounting, controlling - Issues in Customizing - ERP system for organization - Introduction to Business Information flows – Work flows.

Unit V

Sales and Distribution – Basic functions – Billing – Electronic Data Interchange – Transportation - Case studies – SAP R/3, People soft – Oracle financials – Development Tools – Administration tools – Reporting and Analysis Tools and Integration Tools – BPR , Implementation - Project Management – Meaning – Business benefits of ES

Suggested Readings:

Text Books:

1. Abraham Silberschatz., Henry F. Korth., & Sudharshan, S. (2010). *Database System Concepts* (3rd edition). New Delhi: Tata McGraw Hill.
2. Michael Hammer, (2012). *Enterprise Resource Planning* (3rd edition). New Delhi: Tata McGraw Hill.

References:

1. Alexis Leon., and Mathews Leon.(2009). *Database Management Systems* (1st edition). New Delhi: Vikas Publishing House.
2. Raghu Rama Krishnan., and Johannes Gehrke. (2008). *Database Management Systems* (3rd edition). New Delhi: Tata McGraw Hill.

17MBAPE401A

4004

**TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE FOR
MANAGEMENT**

COURSE OBJECTIVE**To make the students**

- To focus on different matters of importance related to Technology and Innovation Management.
- To understand the Technology Transfer and Joint Ventures
- To develop web marketing and its strategies in marketing research.
- To Understand an entrepreneurial perspective, the objective is for students to analyse Enterprise Resource Planning
- To know about Web Marketing strategies
- To understand E-Mail Marketing and Instant Market Research

COURSE OUTCOMES**Learners should be able to**

1. Appreciate the role of technology in the modern capitalist market economy
2. Understand the key aspects of Technology Transfer and Joint Ventures
3. Assess and develop the necessary critical factors in the Web Marketing
4. Identify and evaluate opportunities for new technologies
5. Understand the basics of the four primary forms of intellectual property rights.
6. Compare and contrast the different forms of intellectual property protection in terms of their key differences and similarities.
7. Analyze the Enterprise Resource Planning and e-Business Blueprint Planning

Unit I

Innovation: - Need - Objectives of Innovation - Technology Innovation - Its importance - Knowledge Management- Need - Business strategies related to Knowledge Management - Knowledge Management Approaches - Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT - Organizational culture for Knowledge Management - Future of Knowledge Management

Unit II

Technology Transfer and Joint Ventures - Policy, Procedure and Practices - India's Technology base and Capabilities - Preference of Indian Technology - Major Constraints and problems - Operational constraints - Problems in Indian Business Environment, Problems in Finalization of Agreement - Major Problems in Technology Transfer Collaboration Agreements, Research and Development, Import Substitution, Scaling, Diagrams - Patterns and Intellectual Property rights.

Unit III

Web Marketing- Meaning - Benefits of Web Marketing-Myths and Facts in Web Marketing - Web Psychology: Understanding the Internet mind - The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction - Do's and Don'ts on Web.

Unit IV

Web Marketing strategies - Choosing the Strategy - Online Store Fronts - Target Marketing - Attracting Customers - Web Advertising - E-Mail Marketing - Instant Market Research - Securities Issues.

Unit V

Enterprise Resource Planning: Meaning - ERP decision - Enterprise Architecture Planning - ERP Implementation - The Future of ERP Applications – Procurement - e-Business Blueprint Planning.

Suggested Readings:**Text book:**

1. Azad, R.R. (2010). *Technology Transfer and Joint Ventures Abroad*. New Delhi: Deep and Deep Publications.

References:

1. Harish Chandra Chaudharaty. (2004). *Knowledge Management for Competitive Advantage*. New Delhi: Excel Books Publications.
2. Thomas J Kuegler. (2008). *Web Advertising and Marketing* (3rd edition). New Delhi: Prentice Hall of India.
3. Ravi Kalakota. (2009). *E-Business Roadmap for Success*. Singapore: Pearson Education.
4. Ravi Kalakota and Andrew B. Whinston. (2000). *Frontiers of Electronic Commerce*. New Delhi: Wiley India Pvt. Ltd.

COURSE OBJECTIVE:**To make the students**

- To know the fundamental parameters used to generate an idea for business plan
- To understand the business plan sources through trade and industries associations
- To study the industry analysis for applying skills and tools to manage and analyze the gap.
- To analyse the emerging ethical issues in business.
- To develop the ethical decision making process
- To understand emerging ethical Issues in Business and dimension of Social Responsibility

COURSE OUTCOME**Learners should be able to**

1. Gain knowledge on basic parameters used to generate an idea for business plan
2. Critically analyse the sources of business plan
3. Identify by the gap for applying expertise skills and tools.
4. Analyse the emerging ethical issues in business.
5. Develop the ethical decision-making process
6. Understand Business Ethics in a Global Economy and analyse emerging ethical issues in business

Unit I

Business Plan – Meaning - Why a business plan – Effectiveness - Basic parameters - Timing of decision undertaken Project parameters - The common considerations - Factors of successful business - Capital management - Financial control - Anticipating change and adaptability.

Unit II

Business Plan Process - Sources of Information - Internet, Government sources and Statistics - Offline Research Resources - Library - SBDC'S - Trade and Industries Associations - Sources of Market Research - Evaluating data - Benefits of market study - Coverage of market study - Information sources.

Unit III

Business Plan components - The Executive Summary - Company description - Industry Analysis and trends - Target Market, Risk analysis process - Competition - Strategic position and Risk assessment - Marketing Plan and Sales strategy - Operations - Technology plan - Management and Organization

Unit IV

Business Ethics - Definition and Importance - Benefits of Business Ethics - Emerging Ethical Issues in Business - Ethics as a dimension of Social Responsibility – CSR and its system of channel.

Unit V

The Ethical Decision Making Process - Understanding ethical decision making and corporate governance - Individual factors - Organizational factors - Implementing and Auditing Ethics programs, Social auditing - Business Ethics in a Global Economy

Suggested Readings:

Text book:

1. Ferrell, O.C., and John Fraedrich. (2012). *Business Ethics: Ethical Decision Making and Cases*. Cenage Learning.

References:

1. William H. Shaw. (2010). *Business Ethics*. Boston: Cenage Learning
2. Entrepreneurship Development Institute of India. *Business plan preparation*

COURSE OBJECTIVE:**To make the students**

- To understand business concepts and innovation of new products
- To apprehend to managing cultural impacts and changes
- To study the export and import acts for managing global entry
- To analyse the strategic responses to changing environment
- To know the legal acts in India relating to Industry.
- To understand Pressures for cost reductions and Local responsiveness

COURSE OUTCOME**Learners should be able to**

1. Gain knowledge on business concepts and innovation of new products
2. Analyse the cultural impacts and changes
3. Gain knowledge on export and import acts for managing global entry.
4. Analyse the strategic responses to changing environment.
5. Evaluate the legal acts in India relating to Industry
6. Know the New Industrial Policy and legal acts in India

Unit 1

Business - Concepts and Significance - Entry of Multinationals – Types and impact of multinationals - New Changes in Business - Innovation of New Products - Technological Changes – Competition in Business - Social Responsibility of Business.

Unit II

Cultural Concept - Cultural Change - Culture and Workplace - Cross Culture - Culture and Competition - Differences in Culture - Cultural Theories – Impact of Culture on Business – Multicultural issues – Managing Cultural impacts and changes.

Unit III

Nature of Competition - Heckscher Ohlin Theory - The new trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global

Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Liberalization of Indian economy - Export and Import Acts - Managing global entry.

Unit IV

Strategic Responses to changing environment - Portfolio Related, Process Related and Structure Related - Aligning HR Strategy - Strategic Changes - Planned Changes - Drawbacks- Unplanned Change - Steps in Planned Change - Changes and Amendments in Labors Laws - International Trade Unions and Business Associations

Unit V

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act - Consumer Protection Act - Imposing of MODVAT in India - Political Environment - Political uncertainty - Impact of Politics on Business- GATT - WTO- TRIPS –TRIMS - Consumer movements, Right to information.

Suggested Readings:

Text books:

1. Charles, W.L. Hill and Arun, K. Jain. (2011). *International Business: Competing in the Global Market Place*. New Delhi: Tata McGraw Hill Publishing Corporation Limited.
- 2..Francis Cherunilam. (2010). *Business Environment*. New Delhi: Himalaya Publishers.

References:

1. Aswathappa, K. (2014). *Essentials of Business Environment*. New Delhi: Himalaya Publishing House.
2. Agarwal, A. N. (1996). *Indian Economy*. New Delhi: Wishwa Prakashan.

COURSE OBJECTIVES:**To make the students**

- To understand documentary credits and letters of credit
- To apprehend to export finance and Pre-shipment finance
- To study the different types of post-shipment finance
- To analyse the strategic rules governing import credit
- To know the Export and Import policy of India.
- To understand Rules governing post-shipment finance

COURSE OUTCOMES**Learners should be able to**

1. Gain knowledge on documentary credits and letters of credit
2. Analyse export finance and Pre-shipment finance
3. Gain knowledge on types of post-shipment finance
4. Analyse strategic rules governing import credit
5. Evaluate the Export and Import policy of India.
6. Understand Incentives given by the Government of India for exports

Unit I

Introduction to Documentary Credits - Documentary Credits, Letters of Credit, Parties to letters of credit, Types of letters of credit, Documents in Documentary Credit - FOB, CIF, C and F.

Unit II

Export Finance – Pre-Shipment Advance - Pre-shipment finance, Types of Pre-shipment finance, Disbursements of packing credit advance, Overdue Packing Credit Advances and their follow up, Packing Credit in Foreign Currency (PCFC) – Transshipment.

Unit III

Export Finance – Post-Shipment Advance – Post-shipment finance, Rules governing post-shipment finance, Types of post-shipment finance, Crystallization of overdue export bills and their follow up.- Forward cover procedures.

Unit IV

Imports - Import letter of credit - Rules governing Import credit - Forward exchange contracts for imports, Payment for import of goods - Technology imports procedures.

Unit V

ECGC and EXIM Bank - Export and Import policy of India, Incentives given by the Government of India for exports, Role of RBI in promoting export credit, ECGC – Types of policies, EXIM Bank – Its role and their promotional activities - Foreign Trade shows.

Suggested Readings:**Text Book:**

1. Reserve Bank of India. (2000). *Documentary Credit*. Mumbai: Foreign Exchange Dealers Association of India.

References:

1. Reserve Bank of India. (2000). *Exports Finance*. Mumbai: Foreign Exchange Dealers Association of India.
2. Reserve Bank of India, (2000). *Trade and Exchange Control Regulations Relating to Imports*, Mumbai: Foreign Exchange Dealer Association of India.
3. Dun., & Bradstreet. (2007). *Foreign Exchange Markets*. New Delhi: Tata McGraw Hill.
4. Thummuluri Siddaiah. (2010). *International Financial Management*. New Delhi: Pearson.

COURSE OBJECTIVES:

To make the students

- To aware of accumulation of NPA, rule regarding rehabilitation of sick units, recovery of dues is taught in this core course on banking.
- To know the procedure for classification of non-performing assets
- To study the concessions under Income Tax Act for mergers and unwillingness to pay and inability to pay
- To understand the process of recovery of advances and the role of Credit Guarantee Corporation.
- To know about provisioning to various Non- Performing assets and write – off of advances
- To understand Securitization and Reconstruction of Financial Assets and Securities Interest Act SARFASI

COURSE OUTCOMES:

Learners should be able to

1. know the impact of sickness on industries and ways & means of preventing sickness
2. Understand the procedure for classification of assets
3. Understand the concessions under Income Tax Act for mergers and unwillingness to pay and inability to pay
4. Discover the process of recovery of advances and the role of Credit Guarantee Corporation.
5. Understand the importance of Credit Guarantee Corporation
6. Know the procedure for Accounting Practices.

Unit I

Sickness and its Prevention - Causes and detection of sickness, Follow up of advances, Post- sanction inspection, ABC norms, Sick Industrial companies Act – BIFR - Risk averseness.

Unit II

Non-Performing Assets - Introduction to NPAs, Income Recognition, Asset classification: Standard, Sub-standard, Doubtful and loss assets, provisioning to various Non- Performing assets and write – off of advances - Gross NPA and Net NPA.

Unit III

Rehabilitation of sick units - Classification of units as viable and non-viable, Guidelines for drawing rehabilitation scheme, revival by Mergers and Amalgamations, Concessions under Income Tax Act for mergers - Unwillingness to pay and inability to pay.

Unit IV

Recovery of dues - Corporate Debt Restructuring, Civil suits, Debt Recovery Tribunal, Securitization and Reconstruction of Financial Assets and Securities Interest Act SARFASI, Asset Reconstruction Company, Compromise agreements CIBIL.

Unit V

Credit Guarantee Corporation - Objectives of Credit Guarantee Corporation, Small Loans Guarantee Scheme, Small Loans (SSI) Guarantee Scheme, Accounting practices - Crop insurance.

Suggested Readings:

Text Book:

1. Pandey, I. M. and Ramesh Bhat. (2000). *Cases in Financial Management*. New Delhi: Tata McGraw Hill.

References:

1. Ciaran Walsh. (2006). *Key Management Ratios: How to Analyze, Compare and Control the Figures that Drive Company Value*. New Delhi: Macmillan India Ltd.
2. Gopalakrishnan, T.V.(2004). *Management of Non - Performing Advances*. New Delhi: Northern Book Centre.

COURSE OBJECTIVES:

To make the students

- To make the student to aware of regulations of RBI to banks
- To know the market risks- interest rate risks for asset and liability management
- To study the credit quality problem and credit scoring models for measurement of credit risk
- To study the basics of reducing off-balance sheet risks and comprehend Commercial letters of credit
- To understand foreign exchange risk and the role to follow capital adequacy norms
- To know Credit scoring models, Loan portfolio and concentration risk

COURSE OUTCOMES:

Learners should be able to

1. Know the regulations of RBI to banks
2. Understand the procedure for reducing market risks- interest rate risks for asset and liability management
3. Understand the market risks- interest rate risks for asset and liability management
4. Comprehend reducing off-balance sheet risks and commercial letters of credit
5. Understand the solvency nature of a company and foreign exchange risk.
6. Know the concept of Sovereign rating by credit rating agencies

Unit I

Introduction to Risks - Risk, An introduction to various risks faced by banks, impact of risks on banks profitability and the regulations of RBI to mitigate these risks. Zero risk assets

Unit II

Market Risks - Interest rate risks, Rate sensitive assets, Rate sensitive liabilities, Re-pricing risks, Liquidity risk, Asset liability management Committee: Role and purpose - Maturity buckets

Unit III

Credit Risk - Credit quality problems, Meaning of willful default and inability by borrower to pay the dues, Measurement of credit risk, Credit scoring models, Loan portfolio and concentration risk - Discriminant analysis

Unit IV

Off-Balance Sheet Risks - Commercial letters of credit, Standby letters of credit, Guarantees, Derivative contracts: Basics of reducing off-balance sheet risks - Notes on accounts

Unit V

Other Risks - Operational risk, Foreign exchange risk, Country or sovereign risk, Technology risk, Insolvency risk and Capital adequacy norms. Sovereign rating by credit rating agencies

Suggested Readings:

Text book:

1. Jayadev. (2011). *Commercial bank Management*. New Delhi: Tata McGraw-Hill.

References:

1. Ciby Joseph. (2007). *Credit Risk Analysis: A tryst with strategic prudence*. New Delhi: Tata McGraw-Hill.
2. Mark S. Dorfman. (2009). *Introduction to Risk Management and Insurance*. New Delhi: Prentice Hall of India.
3. Dun & Bradstreet. (2007). *Financial Risk Management*. New Delhi: Tata McGraw-Hill.
4. Rene M. Stulz. (2006). *Risk Management and Derivatives*. New Delhi: Thomson South-Western Publications.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in international retailing concept and consumer behavior.
- To understand the trends in retail marketing and changing nature of boundaries.
- To formulate the strategies and options for entering and competing in foreign markets.
- To study the concept of Multi country Competition and Global Competition
- To mapping retail structure and retail operation
- To know Public Relations and Sales Promotion Strategies

COURSE OUTCOMES**Learners should be able to**

1. Gain knowledge on international retailing and markets.
2. Understand the trends and changing nature of boundaries
3. Discover the strategies and options for entering and competing in foreign markets.
4. Understand the ways that retailers use marketing tools and techniques to meet Global Competition
5. Access the retail operation through formulation of retail structure.
6. Mapping Market Research and Sales Promotion Strategies

Unit I

International Trade – Barriers and Facilitators - Regional Economic/Political Integration - Cultural Influences on International Marketing - International Marketing Segmentation – Positioning - The Marketing Plan and Entry Mode Selection.

Unit II

International Retailing - Definitions, Interpretations - Trends in the Internationalization of Retailing and Evolution of International Retailing - Motives for International Retailing - The changing nature of boundaries – Assessing the potential of Retail Markets - Methods of International Retailing - Accessing Retail Markets.

Unit III

Competing in Foreign Markets - Why Companies Expand into Foreign Markets - Cross Country Differences in Cultural, Demographic and Market Conditions - Concept of Multi country

Competition and Global Competition - Strategy Options for Entering and Competing in Foreign Markets - Quest for competitive Advantage in Foreign Markets.

Unit IV:

Retail Structure - Enterprise Density - Market Concentration - Developing markets - Stages in development of International Operations – Export Management Contracts - Franchising – Acquisition and Mergers – Organic Growth - Choice of Market Entry - Domestic Market - Retail Operations - Non Domestic market.

Unit V:

Market Research – Segmentation – Targeting - Positioning – The Market Mix - Image Product range – Format – Price – Location – Distribution – Promotion - Promotional Mix and Advertising – Publicity – Public Relations and Sales Promotion Strategies - Personal Selling and Sales Management.

Suggested Readings:

Text book:

1. Abbas, J. Ali. (2005). *Globalization of Business: Practice and Theory*. Mumbai: Jaico Publishing House.

References:

1. Nicolas Alexander. (2013). *International Retailing*. Blackwell Business Publishers Ltd.
2. Arthur A Thompson., Strickland, A. J, John E. Gamble., and Arun K Jain Crafting. (2010). *Retail Management*. New Delhi: Excel Books.
3. Margaret Bruce., Chistopher Moore., and Grete Birtwistle. (2004). *International Retail Marketing: A Case Study Approach*. Elsviver.
4. Allan M. Findlay., Ronan Paddison., and John A. Dawson. (1990). *Retailing Environments in Developing Countries*. New York: Routledge.

COURSE OBJECTIVES:**To make the students**

- To understand the role of retailing strategic business in service sector
- To study the operations and financial aspects in retail planning
- To comprehend the human resources management in retailing
- To study the legal & compliances for a retail Store
- To emphasize on Mall management and its various forms.
- To know the Aspects in Quality Management

COURSE OBJECTIVES:**Learners should be able to**

1. Understand the role of retailing strategic business in service sector
2. Gain knowledge on operations and financial aspects in retail planning
3. Comprehend the human resources management in retailing
4. Resolve the legal & compliances for a retail Store
5. Understand strategies for mall management and its various forms.
6. Understand the Concepts in Mall Design

Unit I

Marketing and Strategic Management: Retailing - Role, Relevance and Trends - Retail Customer - Retail market segmentation and franchising - Retailing in banking and other financial services - mutual funds and Insurance - Services marketing and management.

Unit II

Operations and Finance in Retailing: Retail location strategy - Product and Merchandise management – Total Quality Management - Security measures - Footfalls / computerized methods and non computerized methods - Visual / display methods - Management of Obsolete goods.

Unit III

Human Resources Management in Retailing: Retail organization - Laws involved in Human Resources - Motivation - Customer psychology - Training needs for employee - Top grading - Obstacles to Top grading - Coaching to fix weakness - Interviews guide.

Unit IV

Legal and compliances for a Retail Store: License - Contracts and Recovery - Legal Process - PF/ESI and Exemptions - Food and Restaurants – PPF - IR Law - Shops and establishments - IPR Patents, Copyright and Trademarks - Inclusion of Service Mark - Procedure and Duration of Registration Collective Mark - Procedures applicable for a Retail Store.

Unit V

Mall Management: Types of Various Retail Formats - Concepts in Mall Design - Factors influencing Malls Establishments - Aspects in Finance - Aspects in Security / Accounting - Aspects in HR - Aspects in Quality Management.

Suggested Readings:

Text Book:

1. Swapna Pradhan. (2009). *Retailing Management Text & Cases. (3rd edition)* New Delhi: Tata McGraw Hill.

Reference Books:

1. Levi, E. and Weitz, S. (2009). *Retailing Management. (7th edition)* New Delhi: Tata McGraw Hill.
2. Bert Rosenbloom. (2004). *Marketing Channel. (8th edition)* South Western Publication.
3. William G.Zikumund., and Michael D.Amico. (2002). *Marketing: Creating and Keeping Customers in an E-commerce World. (3rd edition)* South Western Publication.
4. Barry R. Berman., and Joel R. Evans. (2009). *Retail Management: A Strategic Approach. (12th edition).* New Delhi: Pearson Prentice Hall.
5. Akhileshwar Pathak. (2006). *Legal Aspects of Business. (5th edition)* New Delhi: Tata McGraw Hill Publishing Company Limited.

COURSE OBJECTIVES:**To make the students**

- To understand the basic concepts of personal and impersonal communication in retail
- To develop communication programmes to develop brand images and building customer loyalty
- To analyse the planning, implementing and evaluating communication programs for retailing
- To apply the suitable technology for Integrated Marketing Communications
- To know Planning, Implementing and Evaluating communication programs
- To understand Strategies of Green Marketing

COURSE OUTCOMES:**Learners should be able to**

1. Gain knowledge on the concepts of personal and impersonal communication in retail
2. Develop communication programmes to develop brand images and building customer loyalty
3. Analyse the planning, implementing and evaluating communication programs for retailing
4. Apply the suitable technology for Integrated Marketing Communications
5. Apply the understanding of Retailing, Retail market segmentation, Retail location, merchandising, Retail operations and Retail Pricing in lifelong practice.
6. Demonstrate capabilities of analysing problems, team work and communication skills.

Unit I

Retail Communication – Methods of communicating with customers – Paid and Unpaid Communication – Personal and Impersonal Communications.

Unit II

Communication programmes to develop Brand Images and Building Customer Loyalty – Extending the brand name.

Unit III

Retail communication planning – Setting objectives – Communication budget – Allocation of the promotional budget – Planning and Implementing and Evaluating communication programs.

Unit IV

Retail Communication Mix – Advertising – Sales promotion – Public Relations and Publicity
Personal selling – Point of Purchase displays.

Unit V

Integrated Marketing Communications – E tailing – E-commerce – Applications of Technology – EDI, DBMS – Data Warehousing – Data Mining – RFID- Green Marketing- Strategies of Green Marketing.

Suggested Readings:

Text book:

1. Michael Levy., Barton A. Weitz., and Ajay Pandit. (2008). *Retailing Management*. (6th edition) *New Delhi*: Tata McGraw Hill Publishing Company Limited.

References:

1. Swapna Pradhan. (2009). *Retailing Management Text and Cases*. (3rd edition) *New Delhi*: Tata McGraw Hill.
2. David Gilbert. (2009). *Retail Marketing Management*. *New Delhi*: Pearson Education.
3. Manish V. Sidhpuria. (2009). *Retail Franchising*. *New Delhi*: Tata McGraw Hill Publishing Company Limited.

17MBAPI401A MULTILATERAL TRADE AGREEMENTS AND REGULATIONS 4004

COURSE OBJECTIVES:

To make the students

- To appreciate the conceptual and practical aspects of trade agreements.
- To acquaint the students with environmental, procedural, institutional and decisional aspects of trade.
- To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime.
- To understand Implications for International business and progress made by WTO in the last one decade
- To know the International Commercial Dispute Settlement process
- To understand Historical Background of Intellectual Property and IPR Administration

COURSE OUTCOMES:

Learners should be able to

1. Students can able to link theoretical concepts of trade in business situations
2. Gain the knowledge on value of international trade relations to outsource their business
3. Students know about the value of trade of their economies and other economies
4. Students learn about the various trade agreements among nations
5. Helps students to manage resources, identify and carry out specific goal oriented tasks
6. Understand the concept of Globalization vs. Regionalization

Unit I

Historical background of International Trade, Direction and Composition of International Trade. Terms of Trade, Trade as an engine of growth. Concept of Law - Types of law, Domestic and International and their jurisdiction. Regional Trade Agreements: Concept, Origin, Types - European Union, NAFTA, ASEAN, MERCOSUR – Their structure, Decision making, Funding, Implications on world trade.

Unit II

World Trade Organisation: Introduction, Objectives, Functions, Structure, Principles, Agreements – Implications for International business, Progress made by WTO in the last one decade - Tariff and Non-tariff barriers - Implications for WTO members.

Unit III

International Business Law – International Sale of Goods, Laws governing International Sale of goods – Domestic laws, International Treaties, International Mercantile Customs and Usages – Inco terms, Rules on International Sale of Goods, International Commercial Dispute Settlement – Reconciliation, Arbitration etc.

Unit IV

Intellectual Property: Historical Background, IPR Administration – WIPO, WTO, Indian Patent Office, Patents, Copyrights, Trademarks, Geographical Indications, Industrial Designs, Layout Designs, Trade secrets.

Unit V

Selected Regional Blocks - NAFTA, EU, ASEAN, SAARC, SAPTA, Indo-Lanka Free trade, Indo-Singapore CECA Globalization vs. Regionalization

Suggested Readings:

Text books:

1. Richard E.Caves., Jeffery A. Frankel., and Ronald W.Jones. (2007). *World Trade and Payments* (10th edition). Pearson Education.
2. Cherunilam, Francis, *International Economics*. (5th edition).New Delhi: Tata McGraw Hill Publishing Company Ltd.

References:

1. Vinod V. Sople. (2014). *Managing Intellectual Property*. New Delhi: PHI Learning Private Limited
2. Palle Krishna Rao. (2008). *WTO Text and Cases*. New Delhi. Excel Books.

COURSE OBJECTIVES:**To make the students**

- To analyze the basic issues such as productivity, earnings and effective utilization of trade.
- To make students to take decisions on business planning and outsourcing.
- To familiarize the students with the knowledge of exchange rate and its impact.
- To students learn about the balance of payments and its consequences. Enable students to acquire concepts, techniques of foreign trade.
- To understand the concept of international economics, globalization, comparative advantage theories, international macroeconomic indicators like foreign exchange, national income, balance of payment and international macroeconomic policy.
- To apply the understanding of international economies concepts, international economic indicators and international monetary policy lifelong.

COURSE OUTCOMES:**Learners should be able to**

1. Gain the knowledge and analyze the emerging global trends in business environment.
2. Develop insight on exchange of exports and imports
3. Analyze the impact of exchange rate fluctuation on home currencies
4. Evaluate the policies pursued by various economic bodies in international trade
5. Get familiarize with the export promotion measures and their benefits to their business
6. Apply the understanding of international economies concepts, international economic indicators and international monetary policy lifelong.

Unit I

Introduction: International Economics- Meaning, Scope and Importance Inter-regional and international trade. Importance of International Trade. Theoretical Aspects of Economic

Integration: Free Trade Area, Customs Union and Common Market - Theory of Customs Union - Trade Creation and Diversion effects.

Unit II

Theories of International Trade. Theory of Absolute Cost Advantage, Theory of Comparative Cost Advantage. Intra-Industry Trade. Gains from Trade, Measurement of gains, static and dynamic gains. Terms of trade – Importance and Types, Determinant's of Terms of trade, Causes of unfavorable terms of trade to less developed countries.

Unit III

Trade policy and Exchange Rate, Free trade policy - Case for and against, Protections – Case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed and Flexible Exchange Rate- Merits and Demerits.

Unit IV

Balance of Payments, Balance of trade and Balance of payments: Concepts and Components - Equilibrium and Disequilibrium in Balance of Payments; Causes and Consequences, Measures to correct deficit in the Balance of Payments. International Monetary System, Devaluation; Merits, Demerits and Limitations, Foreign Trade Multiplier; Concept and Limitations, IMF, World Bank – Objectives, Functions and Performance.

Unit V

Foreign Trade in India, Recent changes in the composition and direction of foreign trade - Causes and Effects of persistent deficit in the Balance of Payments - Measures adopted by the Government to correct the deficit after 1991 - WTO and India Export Promotion measures, Partial and Full convertibility of Indian Rupees, Export Promotion – Contribution of SEZ Foreign Trade policy 2009, Role of Multinational Corporations in India.

Suggested Readings:

Text books:

1. Kindleberger and Peter H. Linder. (2009). *International Economics*. New Delhi: Macmillan Publication.
2. Paul Krugman., Maurice Obstfeld and Marc Melitz. (2011). *International Economics*. New Delhi: Pearson Education.

References:

1. Bo Sodersten and Geoferry Reed. (1999). *International Economics*. New Delhi: Macmillan Publication.

2. Salvatore. D. (2006). *International Economics*.(9th edition). Singapore: John Wiley and Sons.

COURSE OBJECTIVES:**To make the students**

- To gain knowledge with logistics planning and control, decision making for effective and efficient storage and flow of materials in manufacturing and service organization.
- Identify logistics strategies to minimize inventory cost
- Demonstrate the relationship between inventory cost, transportation cost, headway, capacity restrictions, shipment frequency and shipment size
- To introduce the Concept of Multimodal transportation, their legal classifications, Characteristics and the choice of transport.
- To understand the basic concepts of Containerisation and also focuses on Chartering.
- 6.To impart basic knowledge on Inventory management, Packaging and various kinds of packing.

COURSE OUTCOMES**Learners should be able to**

1. Gain knowledge to analyze the significance of Logistics in Global scenario.
2. Students learn about liners and freight structures to plan for business outsource
3. Knowledge to prepare required documentation on logistics
4. Make Strategic and Operational logistics decisions in the context of different, complex International environments
5. Demonstrate Knowledge to plan inventory and warehousing facilities
6. Identify warehousing facilities.

Unit I

Marketing Logistics: Concept, Objectives and Scope, System elements - Relevance of logistics in International Marketing- International supply chain management and logistics - Transportation activity – Internal transportation, Inter-state goods movement - Concept of customer service.

Unit II

General Structure of Shipping: Characteristics, liner and tramp operations - Code of conduct for liner conferences - Freight structure and practices - Chartering principles and practices - UN convention on shipping.

Unit III

Developments in Ocean Transportation: Containerization - CFS and inland container depots - Dry ports - Multi-modal transportation and CONCOR - Role of intermediaries including freight booking, shipping agents, C and F agents, Ship owner and shipper consultation arrangements.

Unit IV

Air Transport: Air transportation – Total cost concept, advantages, freight structure and operations - Carrier consignee liabilities.

Unit V

Inventory Control and Warehousing: Inventory management – Concepts and application to international marketing - Significance and types of warehousing facilities - Total cost approach to logistics.

Suggested Readings:

Text book:

1. Lambert, D.M., and James, S.R, (2010). *Strategic Logistic Management*. New Delhi: Tata McGraw Hill.

References:

1. Alan, E. Branch. (2009). *Global Supply Chain Management and International Logistics*. New York: Routledge.
2. Raghuram, G. (1998). *Shipping Management: Cases and Concepts*, New Delhi: Macmillan Publishers India Ltd.
3. Sherlock, Jim. (1994). *Principles of International Physical Distribution*. New Delhi: Wiley India.

COURSE OBJECTIVES:**To make the students**

- To understand the purchase functions and materials management.
- To study the vendor development and maintenance for purchasing of capital goods.
- To familiarize with materials planning and codification.
- To recognize the legal aspects of buying and assess the industry ethical practices in materials
- To familiarize the knowledge of warehousing management.
- To understand the concept of Materials Management – functions – material planning and budgeting and Material Requirement planning

COURSE OUTCOMES**Learners should be able to**

Understand the meaning of materials management and are able to manage and plan material flows and related information flows as part of the company's logistics process.

1. Demonstrate the concept vendor development and maintenance for purchasing of capital goods.
2. Find out practical engineering solutions for materials planning and codification
3. Gain knowledge of warehousing management and import-export logistics management.
4. Recognize the legal aspects in industry ethical practices in materials management.
5. Familiarize the Materials Codification.
6. Understand the functions of Materials Management Information System

Unit I

Purchasing Functions - Relationship of purchasing Department with other departments, Procurement, Supply management activities, Purchasing objectives and policies, Operating procedures, Purchasing cycles, Objectives of materials management, Organization of material function.

Unit II

Supply Sources - Importance of source selection, Vendor development and maintenance, Vendor rating, Competitive bidding, selecting the source, Negotiation: Objectives, Process, Techniques, Price negotiation, Purchasing of capital goods, Seasonal commodities, Insurance spares. Contract management

Unit III

Materials Planning - Materials Codification: Evolution of codes, Classification, Methodology, Advantages, Standardization: Definition, Specification, Advantages, Techniques, Pricing Principles: Price analysis, Discounts, Economic consideration in determining the right price

Unit IV

Materials Management - Materials management, Legal aspects of buying, Buyer-Seller relationship and ethics Industry ethical practices in Materials

Unit V

Warehousing Management - Stores management, Incoming material Control, Stores documentation and accounting, Materials Management Information System (MMIS) - New developments in MMIS

Suggested Readings:**Text book:**

1. Chatterjee, S. (2004). *Applied Materials Management*. New Delhi: Sage Publications.

References:

1. Tony, J. R., and Stephen N. Chapman. (2009). *Introduction to Materials Management*. (7th edition) New Delhi: Prentice Hall of India.
2. Gopalakrishnan, P., and Sundaresan, M. (2004). *Material Management: An Integrated Approach*. New Delhi: Prentice Hall of India Pvt Ltd.
3. Datta, A.K. (2009). *Materials Management Procedures, Text and Cases*. (2nd edition) New Delhi: Prentice Hall of India Pvt. Ltd.
4. Gopalakrishnan, P. (2001). *Purchasing and Materials Management*. (1st edition) New Delhi: Tata McGraw Hill Publishing Company Limited.

COURSE OBJECTIVES**To make the students**

- To understand the concept of supply chain and logistics.
- To familiarize the key drivers of supply chain performance.
- To understand the analytical tools necessary to solve supply chain problems.
- To get an in-depth knowledge in International supply chain
- To understand the concept of supply chain, inventory management, supply contracts, supply chain integration and global logistics.
- To apply the understanding of supply chain, inventory management, supply contracts, supply chain integration and global logistics lifelong.

COURSE OUTCOMES**Learners should be able to**

1. Understand the connection between company's internal materials management and the network in supply chain.
2. Understand the meaning of materials management and are able to manage and plan material flows and related information flows as part of the company's logistics process.
3. Create practical engineering solutions to solve existing conflicts between good customer satisfaction and working capital.
4. Understand the importance of accurate planning and product data management as a part of Logistics Management.
5. Familiarize the key drivers of Logistics outsourcing.
6. Get an in-depth knowledge in Transactional Logistics

Unit I

Supply Chain - Fundamentals, Importance, Decision Phases, Process view, Supplier-Manufacturer-Customer chain, supply chain performance: Drivers, Structuring supply chain. Overview of supply chain models.

Unit II

Overview of Demand forecasting in the supply chain - Aggregate planning, Managing predictable variability - Managing supply chain cycle inventory, Uncertainty, safety inventory, Determination of optimal level of product availability, Coordination in the Supply Chain.

Unit III

Distribution Network Design - Role, factors influencing network, options, Value Addition. Models for facility location and capacity planning - Network design: Impact of uncertainty, decisions using decision trees - Distribution center location models - Supply chain network optimization models - New developments in network designs.

Unit IV

Logistic System - Evolution, Infrastructure and Networks - Freight Management, Route Planning, Containerization - Modal Characteristics, Inter-modal operators and transport economies - Ocean carrier management, import-export logistics management. Logistics outsourcing, 3PL / 4PL, Importance of Insurance, Reverse logistics.

Unit V

Transactional Logistics - Framework and role of supply chain in e- business and b2b practices. Supply Chain IT Framework - International supply chain, GPS, tracking system, Software Packages in Supply Chain.

Suggested Readings:

Text book:

1. Sunil Chopra and Peter Meindl. (2010). *Supply Chain Management*, (4th edition) New Delhi: Pearson Education.

References:

1. David Simchi-Levi., Philip Kaminsky., Edith Simchi Levi., and Ravi Shankar. (2007). *Designing and Managing the Supply Chain*. (3rd edition) New Delhi: Tata McGraw Hill Ltd.
2. Jeremy F. Shapiro. (2006). *Modeling the Supply Chain*, (2nd edition) New Delhi: Cengage India,

3. David N. Burt., Donald W. Dobler and Stephen L. Starling. (2010). *World Class Supply Management: The Key to Supply Chain Management*. New Delhi: Tata McGraw Hill Ltd.
4. Sople, V. Vinod. (2007). *Logistics Management: The Supply Chain Imperative*. New Delhi: Pearson Education.

COURSE OBJECTIVES:**To make the students**

- To understand the basic concepts of total quality management and appreciate its importance in today's business environment.
- To understand the quality management practice and TQM tools and its application in improving the organizational performance.
- To acquire required diagnostic skills and use various quality tools.
- To get exposure on tools and techniques like six sigma, 7 old quality control
- To familiarize the students about the Quality Management System.
- To Identify the key competencies needed to be an effective manager.

COURSE OUTCOMES:**Learners should be able to**

1. Obtain the knowledge of applying a quality management TQM tools to improve organizational effectiveness.
2. Acquire required diagnostic skills and use various quality tools.
3. Get exposure on tools and techniques like six sigma, 7 old quality control
4. Familiarize about the Quality Management System.
5. Apply the Quality tools and techniques in improving the performance.
6. Understand the concept of quality management(QM), QM Principles, tools and techniques and quality systems.

Unit I

Introduction - Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work, Cost of Quality.

Unit II

TQM Implementation - Leadership for TQM, Deming's quality principle, TQM implementation, PDSA cycle, Quality Circles, Quality Council, Supplier Partnership.

Unit III

Process approach to TQM - Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S, ESI (Early Supplier Involvement), 5M.

Unit IV

Tools and Techniques - 7 Old quality control tools, Total productive maintenance, Failure Mode and Effect Analysis, POKAYOKE, Six Sigma, Toyota and Six Sigma.

Unit V

Quality Management Systems - Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Quality Awards

Suggested Readings:

Text book:

1. Subburaj Ramasamy, (2008). *Total Quality Management. (1st edition)* New Delhi: Tata McGraw Hill Publishing Co. Ltd.

References:

1. Dale H. Besterfield, etal, (2011). *Total Quality Management. (3rd edition)* New Delhi: Pearson Education.
2. Evans, J.R. & Lindsay, W.M. (2010). *Quality control and Management. (8th edition)* New Delhi: Cengage Learning.
3. Barrie G. Date., Ton Van Der Wiet and Jos Van Iwaarden. (2012). *Management Quality.* New Delhi: Wiley Publications.
4. Greg Brue, (2002). *Six Sigma for Managers.* New Delhi: Tata McGraw Hill Publication.

COURSE OBJECTIVES:**To make the students**

- To understand the salient aspects of the life insurance contract, the rights and obligations of both parties to the contract
- To make the students to understand the basics and acts related to the insurance law.
- To understand the legal environment within which life insurance practice is carried out.
- To have an exposure in life insurance law , concept and regulations.
- To understand the Superannuation and Gratuity schemes , Key man and Property Insurance
- To evaluate, plan and choose Contract of Agency , Appointment of Agents , IRDA regulations for Licensing of Agents, Brokers and Corporate Agents.

COURSE OUTCOMES**Learners should be able to**

1. Define Law of Contract: Elements of Contract and its various concepts.
2. Understand the System for Redressal of Complaints, Consideration and Legality of Object, Salient features of the Life Insurance Contract
3. Understand the Formation of IRDA, Implications of Consumer Protection Act
4. Demonstrate Life Insurance as Actionable Claim and Mortgage.
5. Get an insight in Implications of Consumer Protection Act– Insurance Initiatives in India
6. Evaluate, plan and choose Contract of Agency , Appointment of Agents , IRDA regulations for Licensing of Agents, Brokers and Corporate Agents.

Unit I:

Law of Contract: Elements of Contract – Capacity of Parties to Contract – Consensus ad idem – Consideration and Legality of Object – Salient features of the Life Insurance Contract like the Principles of Indemnity, Insurable Interest and Utmost Good Faith.

Unit II:

Definition of Law - Statute Law and Common Law - Arbitration and Consumer Forums – Various Laws and Acts like Shops and Establishments Act – Prevention of Money Laundering Act.

Unit III:

Group Life Insurance – Superannuation and Gratuity schemes – Key man and Property Insurance - Life Insurance as Actionable Claim and Mortgage – Policy Loans – Stamp Act Provisions. Assignment, Nomination and MWP Act Provisions – Loss of Policies - Claims Settlement Process – Maturity Claims – Death Claims – Presumption of death for Missing Persons – Evidence of Title and Succession.

Unit IV:

Contract of Agency – Appointment of Agents – IRDA regulations for Licensing of Agents, Brokers and Corporate Agents – Authority of Agent – Rights and Responsibilities of Agents and Principal – Termination of Agency and Renewal / Hereditary Commission.

Unit V:

LIC Act 1956 - System for Redressal of Complaints – Implications of Consumer Protection Act– Insurance Initiatives in India – Formation of Malhotra Committee on Reforms in Insurance Sector – Formation of IRDA - Provisions of IRDA Act 1999.

Suggested Readings:

Text Books:

1. Kenneth S. Abraham. (2010). *Insurance Law and Regulation: Cases and Materials*. (5th edition). Thomson Reuters
2. Edward E. Graves, Burke A. Christensen, Dan Mays McGill. (2014). *Mc Gill's Legal Aspects of Life Insurance*. (9th edition).

References:

1. Palande, P.S., Shah, R.S., and Lunawat, M.L. (2003). *Insurance in India: Changing Policies and Emerging Opportunities*. (1st edition). New Delhi: Response Books.
2. Harold M. Horne., and Donald Bruce Mansfield. (2002). *The Life Insurance Contract*. Life Office Management Association.
3. Dan Mays McGill. (2006). *Fundamentals of Private Pensions*. (9th edition). Oxford University Press

COURSE OBJECTIVES:**To make the students**

- To have an exposure in important role in supporting conduct of insurance business in reinsurance.
- To understand all aspects surrounding Reinsurance and Promotional measures.
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in IT application and international retailing trends
- To understand the newly emerging concepts, trends and practices at Reinsurance
- To know the concept of Retentions and Factors influencing retentions

COURSE OUTCOMES**Learners should be able to**

1. Explain Reinsurance and its various concepts.
2. Understand what Reinsurance means to business executives and academics
3. Understand the ways that insurers use those factors which influence retentions and techniques to interact Non-Proportional Reinsurance with their customers.
4. Demonstrate special factors for different classes of reinsurance
5. Analyze Special factors for different classes of reinsurance
6. Apply the Concept of banking and insurance, its products in lifelong practice.

Unit I:

Introduction to Reinsurance: Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before and after nationalization and liberalization – GIC Re – Regional co-operation – Functions of reinsurance – Advantages.

Unit II:

Forms of Reinsurance: Facultative reinsurance – Treaty reinsurance – Facultative Obligatory Treaty – Considerations for facultative placements.

Unit III:

Methods of Reinsurance 1: Proportional Reinsurance: Surplus – Quota Share – Proportional Treaty – Bordereaux – Premiums – Ceding Commission – Claims – Quota Share Treaty – Quota Share and surplus combined – Specimen Treaty Slip.

Unit IV:

Methods of Reinsurance 2 : Non-Proportional Reinsurance: Excess of Loss – Working (Per Risk) XL - Catastrophe XL – Stop Loss XL – Aggregate XL – Non-proportional Treaty – Ultimate Net Loss – reinsured Retention – Premium – Burning Cost – Exposure Rating / Pareto Loss Distribution – Reinstatement – Claims – Inception and Termination – Specimen Treaty Slip.

Unit V:

Retentions: Setting Retentions – General Considerations – Factors influencing retentions – Types of retentions – Accumulations within and between branches – Retentions for Property insurance – Engineering insurance – Accident and Liability insurance – Marine Cargo and Hull insurance – Aviation insurance – Life insurance – Special factors for different classes of reinsurance.

Suggested Readings:

Text Books:

1. Eugene Wollan. (2002). *Handbook of Reinsurance Law*. Aspen Law and Business.
2. Reinsurance IC 85. (2013). *Insurance Institute of India* (11th edition). Mumbai.

References:

1. Edgar C. Werner. (2009). *Fundamentals of reinsurance*. New Delhi: Tata McGraw Hill Publication.

COURSE OBJECTIVES:**To make the students**

- To have an exposure in Theoretical Aspects of Risk Management.
- To understand ways to achieve progress toward its goals and missions on a direct, efficient, and effective path.
- To make the students understand, analyze and reduce the risk of damage to physical assets, exposure to legal liability, or injury to employees or customers.
- To understand the Scope and Objectives of Risk Management and formal system of risk threats.
- To evaluate and identify and analyze the loss exposures
- To understand about alternate risk management techniques and its applications.

COURSE OUTCOMES:**Learners should be able to**

1. Explain Risk Management, and its Risk concepts.
2. Understand Defining role, functions and duties of a Risk manager – Risk management policy
3. Understand the Alternate risk management techniques: Risk control ways by Risk financing and insurance
4. Explain Risk identification purpose and details
5. Understand the fundamentals risk management and Alternate risk management techniques.
6. Demonstrate capabilities of critical thinking, Managerial and technical decisions.

Unit I:

Theoretical Aspects of Risk Management: Risk concepts and possibilities – Risk classification and categorization – Approaches and Philosophy – Cost of risk.

Unit II:

Scope and Objectives of Risk Management: Formal system of risk threats – Contributory factors – Measures for economic control – Basic components of the risk management system – Definitions – Process and administration – Possible contributions and Potential benefits of risk management to a business.

Unit III:

Building up an Effective Risk Management Programme: Deciding the programme objectives – Pre and post loss objectives – Defining role, functions and duties of a Risk manager – Risk management policy – Objectives and Implementation strategies – Risks profiling and risk audits.

Unit IV:

Identifying and analyzing loss exposures: Risk identification purpose and details – Types of risk identification techniques – Hazard identification and risk assessment – Statistical and other methods of assessing risk exposures – Prioritizing and mapping of risks.

Unit V:

Alternate risk management techniques: Risk control – Loss control management – Risk financing and Transfer mechanisms – Risk control – Risk financing and insurance – Risk retention and transfer strategy – Selecting the best technique – Managerial and technical decisions in implementation the selected technique.

Suggested Readings:

Text Books:

1. George E. Rejda. (2011). *Principles of Risk Management and Insurance*. (9th edition). New Delhi: Pearson Education.
2. Scott Harrington and Gregory R. Niehaus. (2004). *Risk Management and Insurance* (2nd edition). New Delhi: Tata McGraw Hill Publishing Co. Ltd.

References:

1. Michel Crouhy., Dan Galai and Robert Mark (2009). *The Essentials of Risk Management*. (2nd edition). New Delhi. Tata McGraw Hill.
2. Insurance Institute of India. (2013). *Risk Management IC86*.

COURSE OBJECTIVE:**To make the students**

- To assess the overall knowledge of the student in the relevant field of Management
- Test the student's learning and understanding during the course of their programme
- To prepare the students to face interview both in the academic and the industrial sector
- To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
- To apply the theoretical and practical learning of doing research into lifelong practice.
- To enhance students knowledge in international culture and negotiation, where employability is made easy.

COURSE OUTCOME:**Learners should be able to**

1. Develop the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity.
2. Gain actual supervised professional experiences.
3. Get insight in working of the real organizations
4. Analyze the work behavior of the specific functional areas.
5. Match linkages among different functions and departments.
6. Discover career opportunities to students in exploring in their areas of interest.

Every student has to undergo major project in a company for a period of 25 working days during the fourth semester. He / She have to submit a project report containing details of company, company profile, different functional area problems and prospects. The project should be done during the fourth semester. A research project may be based on primary / secondary data.

The report should be well documented and supported by –

- Cover and Title Page
- Certificate, Company Certificate and Declaration
- Acknowledgement
- List of Contents, List of Tables and List of Charts
- Introduction of the Study
- Review of Literature
- Research Methodology
- Data Analysis and Interpretation
- Findings, Suggestions and Conclusion
- Bibliography
- Appendix