

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

Curriculum & Syllabus
(2015)

CHOICE BASED CREDIT SYSTEM (CBCS)

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PG PROGRAM (CBCS) – M.B.A. CURRICULUM
(2015–2016 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										
15MBAP101	Management Principles and Organizational Behavior	I	a/b/g	4	0	0	4	40	60	100
15MBAP102	Managerial Economics	V	c/e/h	4	0	0	4	40	60	100
15MBAP103	Legal Environment for Business	I	a/b/g	4	0	0	4	40	60	100
15MBAP104	Accounting for Managers	I	a/b/g	4	1	0	4	40	60	100
15MBAP105	Quantitative Methods for Management	I	a/b/g	4	1	0	4	40	60	100
15MBAP106	#Foundation: Environmental Management	V	c/f	2	0	0	1	50	-	50
15MBAP107	#Management Practice I	V	c/f/h	2	0	0	1	50	-	50
15MBAP108	#Communication Practice I	V	c/f/h	2	0	0	1	50	-	50
15MBAP111	Computer Lab I: MS Office & Tally	I	a/b/g	0	0	4	2	40	60	100
15MBAP181	*Comprehensive Viva Voce – I	-	-	-	-	-	1	-	100	100
-	Seminar	V	c/f	1	0	0	-	-	-	-
-	Career Practice I	V	c/f	2	0	0	-	-	-	-
Semester Total				29	2	4	26	390	460	850
SEMESTER – II										
15MBAP201	Operations Management	I	a/b/g	4	0	0	4	40	60	100
15MBAP202	Marketing Management	II	d/f/i	4	0	0	4	40	60	100
15MBAP203	Human Resource Management	V	c/e/h	4	0	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
15MBAP204	Financial Management	I	a/b/g	4	1	0	4	40	60	100
15MBAP205	Operations Research	I	a/b/g	4	1	0	4	40	60	100
15MBAP206	Research Methods for Management	III	c/e/h	4	0	0	4	40	60	100
15MBAP211	Computer Lab – II: SPSS	I	a/b/g	0	0	4	2	40	60	100
15MBAP281	*Comprehensive Viva Voce II	-	-	-	-	-	1	-	100	100
-	Seminar	V	c/f	2	0	0	-	-	-	-
-	Career Practice II	V	c/f	2	0	0	-	-	-	-
Semester Total				28	3	4	27	280	520	800
SEMESTER – III										
15MBAP301	Strategic Business Management	I	a/b/g	4	0	0	4	40	60	100
15MBAP302	Entrepreneurship	IV	d/f/i	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
15MBAP304	#Management Practice II	V	c/e/h	1	1	0	1	50	-	50
15MBAP305	#Communication Practice II	V	c/e/h	1	1	0	1	50	-	50
15MBAP321	Summer Internship and Viva Voce	V	c/e/h	4	0	0	2	40	60	100
15MBAP381	*Comprehensive Viva Voce III	-	-	-	-	-	1	-	100	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
-	Seminar	V	c/f	2	0	0	-	-	-	-
-	Career Practice III	V	c/f	1	0	0	-	-	-	-
Semester Total				33	2	0	29	380	520	900
SEMESTER – IV										
	+Specialization I Elective 3	-	-	5	0	0	4	40	60	100
	+Specialization I Elective 4	-	-	5	0	0	4	40	60	100
	+Specialization II Elective 3	-	-	5	0	0	4	40	60	100
	+Specialization II Elective 4	-	-	5	0	0	4	40	60	100
15MBAP481	*Comprehensive Viva Voce – IV	-	-	-	-	-	1	-	100	100
15MBAP491	Major Project and Viva Voce	II/IV	d/f/i	18	0	0	5	80	120	200
-	Career Practice IV	V	c/f	1	0	0	-	-	-	-
Semester Total				35	0	0	22	240	460	700
Programme Total				-	-	-	104	1290	1960	3250

ELECTIVE LIST - SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	Finance	15MBAPF303A	International Financial Management	I	a/b/g
		15MBAPF303B	Strategic Cost Management	I	a/b/g
		15MBAPF303C	Financial Service Management	I	a/b/g
		15MBAPM303A	Services Marketing	II	d/f/i

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
III	Marketing Management	15MBAPM303B	Sales and Promotional Management	II	d/f/i
		15MBAPM303C	Marketing Research and Consumer behavior	II	d/f/i
	Human Resources Management	15MBAPH303A	Human Resource Development	V	c/e/h
		15MBAPH303B	Managing Interpersonal Effectiveness	V	c/e/h
		15MBAPH303C	Organizational Development	V	c/e/h
	Systems	15MBAPS303A	System Analysis & Design	V	c/e/h
		15MBAPS303B	Emerging Trends in Technology	V	c/e/h
		15MBAPS303C	Software Development	V	c/e/h
	Entrepreneurship	15MBAPE303A	Entrepreneurial Finance	IV	d/f/i
		15MBAPE303B	Entrepreneurship Development	IV	d/f/i
		15MBAPE303C	Project management	IV	d/f/i
	Banking Management	15MBAPB303A	Fundamentals of Commercial Bank Management	I	a/b/g
		15MBAPB303B	Resource Mobilization – Deposits	I	a/b/g
		15MBAPB303C	Resource Deployment – Small Loans	I	a/b/g
	Retail Management	15MBAPR303A	Retail Environment	II	d/f/i
		15MBAPR303B	Retail Operations, Systems and Inventory	II	d/f/i
		15MBAPR303C	Merchandising Management	II	d/f/i
	International Business	15MBAPI303A	International Marketing Management	IV	d/f/i
		15MBAPI303B	International Logistics and Documentation	IV	d/f/i
		15MBAPI303C	International Business Negotiations	IV	d/f/i
	Production Management	15MBAPP303A	Business Process Reengineering	I	a/b/g
		15MBAPP303B	Advanced Maintenance Management	I	a/b/g
		15MBAPP303C	Lean Management	I	a/b/g

ELECTIVE LIST - SEMESTER IV

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	Finance	15MBAPF401A	Working Capital Management	I	a/b/g
		15MBAPF401B	Security Analysis & Portfolio Management	I	a/b/g
		15MBAPF401C	Bonds, Derivatives & Commodity Market Management	I	a/b/g
	Marketing Management	15MBAPM401A	Brands and Business	II	d/f/i
		15MBAPM401B	Retail Marketing	II	d/f/i
		15MBAPM401C	Customer Relationship Management	II	d/f/i
	Human Resources Management	15MBAPH401A	Industrial Relations	V	c/e/h
		15MBAPH401B	Training and Development	V	c/e/h
		15MBAPH401C	Compensation Management	V	c/e/h
	Systems	15MBAPS401A	E-Commerce Technology & Management	V	c/e/h
		15MBAPS401B	Software Project Management	V	c/e/h
		15MBAPS401C	Enterprise Resource Planning	V	c/e/h

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
IV	Entrepreneurship	15MBAPE401A	Technology Innovation & Sustainable Enterprise for Management	IV	d/f/i
		15MBAPE401B	Business Plan & Ethics	IV	d/f/i
		15MBAPE401C	Managing Diversity	IV	d/f/i
	Banking Management	15MBAPB401A	Export and Import Financing	I	a/b/g
		15MBAPB401B	Management of Non-Performing Assets	I	a/b/g
		15MBAPB401C	Risk Management in Banks	I	a/b/g
	Retail Management	15MBAPR401A	International Retailing	II	d/f/i
		15MBAPR401B	Retail Planning	II	d/f/i
		15MBAPR401C	Retail Communication	II	d/f/i
	International Business	15MBAPI401A	Multilateral Trade Agreements and Regulations	IV	d/f/i
		15MBAPI401B	International Economics	IV	d/f/i
		15MBAPI401C	International Logistics Management	IV	d/f/i
	Production Management	15MBAPP401A	Purchasing and Materials Management	I	a/b/g
		15MBAPP401B	Supply Chain and Logistics Management	I	a/b/g
		15MBAPP401C	Total Quality Management	I	a/b/g

* A panel of external and internal members shall evaluate the **Comprehensive Viva Voce** for 100 marks respectively. The aggregate of the marks shall be averaged for final ESE marks.

#The internal evaluation for **Foundation Course, 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)
- **Open Elective** (Self Study): Students can opt for an open elective course provided by any other PG department of the University. The Course offered is **Human Resource Management** (Code:15OEP201L), Credit: 4

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.

- b. 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.
- c. 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.	√	√					√		
To enable students to acquire proficiency, a sense of professionalism, integrity and team spirit to work in diverse environments.		√	√	√	√				√
To develop capabilities in students to independently conduct theoretical as well as applied research.			√		√	√		√	
To develop sound knowledge and skill to become an intrapreneur / entrepreneur and to inculcate creativity and innovation among students	√			√					√
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.			√			√		√	

Course Objectives:

To make the students

- Familiar with basic concepts of management in an organizational context and application of these concepts to managerial problems
- Understand the manpower planning and motivation techniques used in organizations.
- To study the system and process of effective controlling in the organization.
- The focus of this course is to make students recognizes human behavior in an organizational context.
- To have critical understanding of organisational behaviour theories.
- It will provide an understanding of the concepts of organizational functioning and human behavior with an emphasis on the application of these concepts to managerial problems.

Course Outcomes (Cos):

Learners should be able to

1. Gain the knowledge and apply the skills of organizing, allocating, monitoring and controlling in the organization.
2. Determine the most effective action to take in specific situations.
3. Evaluate approaches to addressing issues of diversity.
4. The students will understand to communicate effectively in oral and written forms about organizational behavior theories.
5. To understand how to perform in group and team and how to manage the power, politics and conflict.
6. To analysis functional issues and formulate best solutions

Unit I

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

Unit II

Decision making: Meaning, process. Organization – Departmentalization - Manpower planning - Process of recruitment and selection, Placement and Orientation - Directing – Motivation – Communication. Control – Need, process, steps in control.

Unit III

Organization Behavior: Meaning and definition - Fundamental concepts of OB - Contributing disciplines to the OB field - 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 – Attribution Theory – Frequently Used Shortcuts in Judging Others - Perceptual Process - Organization Errors of perception - Attitudes – Types of attitudes - Functions of Attitudes. Values – Types of Values- Value across cultures – Groups - Stages of Group Development - Group Norms - Group Cohesiveness.

Unit V

Conflict – Meaning – 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.

Note: Emphasis will be given to case discussion and article reviews

Text Books:

1. Koontz and Weirich, “Essentials of Management”, Tata McGraw Hill, New Delhi, 2010.
2. Stephen Robbins, “Organizational Behaviour”, Prentice Hall of India, 2012

References:

1. VSP Rao, V.Hari Krishna, “Management: Text and Cases, Excel Books”, New Delhi 2009.
2. L.M.Prasad, “Principles and Practice of Management”, Sultan Chand & Sons, 2013.
3. Robbins.S.P, “Fundamentals of Management”, Pearson Publications, New Delhi, 2006.
4. Gilbert, “Management Today Principles and Practice”, Tata McGraw Hill, 2008
5. Fred Luthans, “Organizational Behaviour”, 7th Edition, Tata McGraw Hill, 1995.

6. Steven. Lmc Shane and Mary Ann von Glinow, “Organizational Behaviour”, 2nd edition, Tata McGraw Hill, 2001.
7. Stephen P Robbins and Timothy A Judge, “Organizational Behaviour”. Prentice Hall of India, 2007.
8. L .M. Prasad, “Organizational Behaviour”, 3rd Edition, Sultan Chand and Sons, 2001.

Journals/ Additional Readings:

1. Effective Executive – Magazine
2. All Management Journals
3. Vikalpa The Journal for Decision Makers
4. Harvard Business Review
5. Human Resource Management Review
6. Training and Development Journal
7. Personnel today
8. Academy of Management Journal
9. Academy of Management Review
10. The IUP journal of Organization Behavior

Course Objectives:

To make students

- To illustrate the application of economic theory and methodology as an alternative in managerial decisions.
- To understand the demand behavior and estimate demand
- To gain knowledge on the production functions, economies of scale and cost functions
- To gain a rigorous understanding of competitive markets as well as alternative market structures.
- To understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate.
- To obtain familiarity on the macro level business components like money, banking, monetary policy, fiscal policy, trade, business cycles and balance of payments.

Course Outcomes (Cos):

Learners should be able to

1. Apply the economic way of thinking to individual decisions and business decisions
2. Measure the responsiveness of consumers' demand to changes in the price of a goods or service, and understand how prices get determined in markets,
3. Evaluate the different costs of production and how they affect short and long run decisions and derive the equilibrium conditions for cost minimization and profit maximization
4. Design competition strategies, including cost, pricing, and market environment according to the structure of the markets.
5. Critically evaluate the consequences of basic macroeconomic policy options under differing economic conditions within a business cycle.
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 - 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 - Meaning of Production Function –Law of Diminishing returns- Law of variable proportions - Isoquants, Cobb-Douglas function - Law of Supply and Elasticity of Supply, Economies and diseconomies of scale – Cost – types – Determinants- Short and Long run cost curves.

Unit III

Product markets - Market Structure - Pricing under different markets- perfect competition, monopoly, monopolistic competition, oligopoly - Pricing Methods - Pricing in Public Sector Undertakings.

Unit IV

Theories of profit, wages, rent - Keynes Liquidity Preference Theory of interest - Cost Benefit Analysis- Steps - Break Even Analysis- Profit - Meaning and nature - Profit policies.

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- Economic Liberalization and Business Trends

Note: Emphasis will be given to case discussion and article reviews

Text Books:

1. Varshney and Maheshwari, “Managerial Economics”, Sultan and Sons, New Delhi. 2014.
2. P.L.Mehta, “Managerial Economics”, Sultan Chand and sons, New Delhi, 2014.

References:

1. Joel Dean, “Managerial economics”, PHI India Pvt Ltd, New Delhi, 2006.
2. Rangarajan, “Principles of Macro Economics”, Tata Mc.Graw Hill, New Delhi, 2007.
3. Mote, Paul and Gupta, “Managerial Economics”, Tata McGraw Hill, New Delhi, 2009.

4. M.L.Jhingan, “Managerial Economics”, Vrinda Publications Pvt Ltd., New Delhi, 2009.
5. Ruddar Dutt and K.P.M Sundaram, “Managerial Economics” 5th Edition, Sultan & Chand private limited, New Delhi, 2005.

Journals:

1. The IUP Journal of Managerial Economics
2. Economic Challenger
3. Economic and political weekly
4. Business policy and Economics (International Journal)
5. International Journal of Economic Research

Course Objectives:

To make the students

- To make the students 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 acquaint students with the functioning of negotiable instruments
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.
- To acquire knowledge of income tax act and sales tax act and its applications in business
- To understand the existing law and practice relating to consumer protection and cyber crimes

Course Outcomes (Cos):

Learners should be able to

1. Analyze the nature of contract law, Company law and cyber laws and its application in business.
2. Appreciate the overall legal framework within which business activities are carried out.
3. Assess the legal forms of business organization and its modus operandi.
4. Recognize the application of factories act and wages act in business scenario.
5. Understand and apply the concept and laws pertaining to income tax and sales tax, intellectual property rights and cyber laws and evaluate its impact on business and social environment.
6. To illustrate the consumer legislations towards consumer protection and cyber crimes

Unit I

Mercantile Law - Contracts: Nature and Classification of Contracts. The Agreement of Offer and Acceptance. Consideration and capacity – Free consent – Contingent and Quasi contracts – Discharge of contracts – Breach of contract- Essentials of Contract of Agency – Creation of Agency – kinds of Agents – Rights and duties of Principal and Agent-Termination of Agency-

Sales contract, Transfer of title and risk of Loss, Warranties in sales Contract. Performance of Sales contract, conditional sales.

Unit II

Negotiable Instruments-Nature and requisites of Negotiable Instruments, Transfer of Negotiable Instruments and liability of parties, Enforcement's of secondary Liability, Holders in due course, special rules for cheques and banks Discharge of Negotiable instruments.

Unit III

Company Law - Major principles – types of companies, memorandum and articles of association, Promotion and Formation of a Company - prospects, powers, duties and liabilities of directors – Corporate Governance.

Unit IV

Income Tax Department & Sales Tax Act - Corporate tax planning, overview of sales tax act, including value added tax.

Unit V

The Consumer Protection Act 1986: Object of the Consumer Protection Act – Rights of Consumers – Definitions of Important Terms. – Cyber law in India – Information Technology Act – 2000.

Note: Emphasis will be given for legal case discussion and review of legal articles related to business.

Text Books:

1. N.D.Kapoor, "Elements of Mercantile Law", Sultan Chand & Sons, 2014.
2. V.Kubendran, "Legal Aspects of Business", SciTech Publications, Bangalore, 2014.

References:

1. N.D.Kapoor, "Elements of Mercantile Law", S. Chand and Sons Limited, New Delhi, 2008.
2. Sen and Mitra, "Commercial and Industrial Law", Taxman Publication, New Delhi, 2009.
3. M.C. Shukla, "Mercantile Law", S. Chand and Company, New Delhi, 2007.
4. S.S. Gulshan, "Business Law", Excel Books New Delhi, 2007.

Journals & additional readings:

1. Legal news & views
2. Labour law reporter
3. The practical lawyer-supreme court cases
4. Chennai law times

Course Objectives:

To make the students

- To understand the financial accounting standards, conventions and principles in preparation of financial reports
- To understand the tools and techniques used for analyzing the financial statements.
- To recognize the cost concepts and prepare cost sheets.
- Calculate and analyse the cash flow operations with available inputs.
- To know various tools from accounting this would facilitate the decision making
- To develop analytical abilities to face the business situations

Course Outcomes (Cos):

Learners should be able to

1. Illustrate the financial statements for the organization.
2. Ability to prepare and analyse financial statements to assess the financial performance and position of a company;
3. Evaluate the cost concepts to analyse business management decisions related to pricing and outsourcing
4. Demonstrate capabilities of problem-solving and critical thinking
5. Develop an awareness on ethical, social issues in addition to financial information, in the management decision making process
6. Develop group work and communication skills

Unit I

Financial Accounting – Definition – Accounting Principles – Concepts and conventions – Journal – Ledger - Trial Balance

Unit II

Final Accounts – Financial accounting Vs Management accounting - Objectives and functions of management accounting - Financial Statement Analysis – Objectives – Comparative Statements, Common-Size statement, Trend Percentages

Unit III

Costing – Basic concepts – Element costing – Preparation of Cost Sheet. Ratio Analysis, Meaning, Nature, Uses, Limitations, Classification of Ratios, Interpretation of Ratios.

Unit IV

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.

Text Books:

1. R.K. Sharma & Shashi K Gupta, “Management Accounting”, Kalyani Publishers, Ludhiana, 2014.
2. Jelsy J. Kuppapally, 1st Edition, “Accounting for Managers”, PHI, New Delhi, 2009.

References:

1. Jain & Narang, “Financial Accounting”, Kalyani Publishers, Ludhiana, 2014.
2. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2010.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

Journals & Magazines:

1. Finance India
2. Journal of Accounting and Finance

3. Indian Journal of Finance
4. Accounting Research and Audit Practice
5. Indian Journal of Accounting
6. The Management Accountant
7. The Chartered Accountant

Course Objectives:

To make the students

- To understand the classification and analysis of the data with statistical tools and techniques.
- To know the descriptive and inferential statistics, and apply them to examine business and economic data.
- To know the use of tools and techniques of correlation and regression
- To understand the concept of measurement of central tendency
- To realize the applications of probability and distributions in the analytical decision making.
- To understand the index number concepts and its applications.

Course Outcomes (Cos):

Learners should be able to

1. Identify the basic statistical tools and techniques and its application in business decision making.
2. Categorize and estimate the measures of central tendency
3. Develop an ability to analyse and interpret the collected data to provide meaningful information in making management decisions
4. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to the discipline of statistics.
5. Classify and evaluate the hypothesis to obtain reliable results.
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 Misuses of statistics. Collection of data - Classification and Tabulation of data, Diagrammatic and graphic representation of data

Unit II

Measures of Central tendency - Mean, Median and Mode. Combined mean and corrected mean
Measures of Dispersion-Range, Quartile deviation, standard deviation and Coefficient of Variation.

Unit III

Correlation: Types of Correlation-methods of correlation-scatter diagram-Karl Pearson's co-efficient of correlation-Spearman's Rank correlation-Regression two regression lines-regression co-efficient-methods of forming the Regression equations.

Unit IV

Probability: Basic definitions-addition and multiplication rules (only statements)-simple business problems. Probability distributions: binomial distribution-Poisson distribution and normal distribution- simple business problems.

Unit V

Hypothesis testing – Errors in Hypothesis testing - large sample test (Z – test) single and two mean test, Small sample test (t – test)-Single mean-Two mean- Chi-square test –Goodness of fit, ANOVA – one way-f-test.

Note: Problems 60 Marks and Theory 40 Marks.

Text Books:

1. S.P. Gupta, "Statistical Methods", Sultan Chand & Sons, New Delhi, 2009
2. N.Elhance, Veena Elhance, B.M. Agarwal, "Fundamentals of Statistics", Kitab Mahal, Allahabad, 2008.

References:

1. PA. Navnitham, "Business Mathematics and Statistics", Jai Publishers, Trichy, 2004.
2. R.S.N.Pillai, Bagavathy, "Statistics", S. Chand & Company Ltd, New Delhi, 2002.

Course Objectives:

To make the students

- Understand Global and Indian Environmental Policies and laws.
- To enhance their synthesis skills to evolve strategic corporate responses to integrate social/environmental issues into business management
- To understand the International and Indian efforts for environmental Protection
- To emphasize importance of understanding external environment in marketing decision making
- Familiarize with the concepts of green marketing strategies
- Recognize the impact of Industrial and Business activities on the Environment

Course Outcomes (Cos):

Learners should be able to

1. Categorize the various environmental issues and remedies
2. Create awareness on the issues related to environment and enforcing agencies.
3. Describe organizations as systems and their role in environmental management
4. Capacity to critically assess theoretical and conceptual issues relating to environmental management
5. To present synthesised and critically evaluated information in oral and written forms.
6. To work effectively to create environmental management analysis outputs of professional quality, both independently and within team environments.

Unit I

Environmental awareness - Sustainable Development; Global Environmental - Problems- Global Warming and Climate change, Concept of Carbon Credit; Pollution – Air, Water resources and Land

Unit II

International and Indian efforts for environmental Protection, United Nations Framework Convention on Climate Change, Earth Summit

Unit III

Business and environment- Impact of Industrial and Business activities on the Environment, business implications and opportunities arising from social and environmental issues; Eco-friendly manufacturing, Packaging, Green Marketing

References:

1. Uberoi, N.K. (2010). Environmental Management, 2nd edition, New Delhi: Excel Books
2. Krishnamurthy, B. (2009). Environmental Management: Text and Cases, 2nd edition, New Delhi: PHI
3. Arindita Basak. (2009). Environmental Studies, Pearson Education
4. Rajagopalan, R. (2011). Environment, Oxford University Press

Course Objectives:

- To train graduates to become as managers of varying departments through activity based learning.
- This course provides training on decision making skills
- To determine the role to be played during conflict and empowerment skills.
- To help the students to acquire some of the necessary skills to handle day-to-day managerial responsibilities
- To gain a solid understanding of human behavior in the workplace from an individual, group and organizational perspective
- To obtain frameworks and tools to effectively analyze and approach various organizational situations

Course Outcomes (cos):

1. Gain the knowledge and skills necessary to manage various components of a practice that include organization, administration, communication, and managerial aspects.
2. To focus on decision making aspects and implementation of decisions
3. Students should be able to demonstrate the Interpersonal Skills and Practice-Based Learning
4. Demonstrate the roles of the manager and become an effective planner and decision maker
5. Systematically identify relevant theory and concepts and relate to appropriate methodologies and draw conclusions
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.

References:

1. Swaminathan. V.D & Kaliappan. K.V. (2001). Psychology for Effective Living. Chennai. The Madras Psychology Society.
2. Robbins, S.B. (2005). Organizational Behaviour. New Delhi: Prentice Hall of India.
3. Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

Course Objectives:

- To impart students and enrich communication and non-verbal activity such that students will be good on their communication.
- To understand norms of business letters and prepare prompt business letters
- Make students to understand the value of face to face communication
- To learn the importance of postures and gestures
- The students acquire skills on conducting meetings, seminar and conferences.
- To gain practical knowledge on designing and developing clean and lucid writing skills.

Course Outcomes (Cos):

1. The student will able to get practice with Verbal communication and Non- Verbal communication.
2. Demonstrate the understanding of face to face Communication and appropriate ways to communicate to an audience
3. The students shall be familiar with conducting meetings, seminar and conferences.
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

Communication - Meaning and significance for management- Types of communication- media –
Barriers to communication - Norms for Business letters - Letter for different kinds of situations.
Report writing - formal & informal reports - writing research reports & technical reports-
Principles of effective communication. Listening and answering the questions

Unit II

Communication: Face to face communication – telephonic conversation. Structuring the resume / report – Letter writing / E-mail communication – Samples. Conducting Meetings: Procedure – preparing Agenda, minutes and resolution

Unit III

Non-verbal communication - personal appearance - posture - body language - visual & audio visual aids for communication - face to face communication - Conducting Meetings - Procedure - preparing Agenda, minutes and resolutions - conducting seminars and conferences

References:

1. Leena Sen, “Communication Skills”, 8th edition, PHI Learning Pvt Ltd, New Delhi, 2007.
2. Raymond. V. Lesikar’s, “Basic Business Communication”, 7th Edition, Tata McGraw Hill Education Pvt Ltd, 2008.
3. Kitty. O. Locker and Stephen Kyo Kaczmarek, “Business communication Building Critical Skills”, 3rd edition, TMH, 2007.
4. Rajendra Pal and Korlahali, “Business Communication”, 7th edition, Nisha Publishers, New Delhi, 2007.

Course Objectives:

To make the students

- To provide insight on importance of technology for communication and decision making.
- To familiarize Students with basic to intermediate skills for using tally in the classroom vis-à-vis Business Applications
- To provide hands-on usage of MS-office to creating new word documents including features like tables, charts and references.
- To enable students to explore MS office
- To provide students hands on experience on tally Utilities
- To gain proficiency in creating solutions for Data Management and Reporting

Course Outcomes (Cos):

1. Develop the student to work efficiently in MS Office and Tally
2. Get familiarize with the shortcuts used in office tools.
3. Recognize effective use of charts, diagrams, and other graphics in business messages and identify potential sources for these visual aids
4. Evaluate and practice various techniques of analysis in excel tools
5. To design presentation using animation, special effects and graphics.
6. To facilitate the understanding of accounting package and its application

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 & ledger accounts – Account Voucher creation – Statement of accounts – Inventory reports display

Text book:

V. Rajaraman, 2009, “Fundamentals of Computer”, 4th Edition, Prentice Hall of India Pvt Ltd, New Delhi.

Reference:

P.K. Sinha, 2008, “Fundamentals of Computer”, 6th Edition, BPB publication

Course Objectives:

To make the students

- To assess the overall knowledge of the student in the relevant field of Management
- Realize the knowledge and skills required to excel in their career
- To test their learning and understanding of various concepts of the syllabus during the course of their programme
- To acquaint the students with fundamentals of communication and help them to transform their communication abilities
- To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
- To prepare the students to face interview both in the academic and the industrial sector

Course Outcomes (Cos):

Learners should be able to

1. To equip students with skills and knowledge to excel in their future careers
2. To develop an in-depth knowledge on the management concepts, theories and principles
3. Develop an ability to analyse and interpret contents and concepts to provide meaningful information in making management decisions
4. Recognize the application of various techniques to achieve the objective of the task
5. Determine opportunities and emerging challenges in the upcoming business trends
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to various courses.

A Comprehensive Viva Voce will be conducted at the end of the Semester. The panel shall consist of an external expert and faculty members who handled the courses. The viva is aimed to evaluate the student's knowledge in all the core and elective courses in the particular semester

Course Objectives:

- Help the Students in developing their communication skills, especially presentation before the group.
- Develop and improve discussion skills
- The students will be able to analyze any given issue and to present before an identified group.
- Identify and comprehend main ideas and supporting idea in detailed manner
- Manage timings on discussion
- Develop and present options based on selected materials

Course Outcomes (Cos):

1. Develop multiple thinking strategies to examine real-world issues and explore creative avenues of expression
2. Analyze the impact of word choice and tone that can have on presentation
3. Identify ways to make information more accessible to audience
4. Students will demonstrate the ability to construct a paper consistent with expectations of the discipline, including an appropriate style
5. Evaluate an enthusiastic and well-practiced method of presentation
6. Critically evaluate individual and peer effort and performance

Each Student is expected to present a topic approved by the Teacher. In the First Semester, the Student being fresh to the environment and coming from different academic background, the topic of the Seminar shall be on general subjects of their choice.

Course Objectives:

- The students understand proper usage of English in their profession and focus on report writing.
- To develop new ability to practice new problem solving skills in group and use these skills in personal life
- To develop employability and enterprise skills, such as teamwork and communication.
- To develop positive attitudes in the pupils towards study and work.
- To provide students with impartial advice about options that is available to them.
- To provide equal opportunity of access to careers inspiration and guidance.

Course Outcomes (Cos):

1. The ability to speak clearly, persuasively, and forcefully
2. Exhibit important life skills including Decision making, Problem solving and creative thinking.
3. Anticipate what they gain from educational experience
4. Track their progress and set bench mark
5. Identify the methods of assessment of knowledge and skills
6. Plan appropriate strategies to enrich the need based learning techniques

Verbal Ability: Parts of Speech , Tense - Subject Verb and Agreement - Active and Passive Voice - Clause - Degrees of Comparison - Reading Comprehension - Sentence Correction - Sentence Completion - Spotting the Errors - Jumbled Sentence - Articles and Prepositions - Synonyms & Antonyms - Verbal Analog

Course Objectives:

To make the students

- To understand the operations management concepts that yields a competitive advantage through operational excellence.
- Aware of various business combinations, location, layout, total quality management
- Learn about design, planning and control of an organization's processes.
- To know the Maximum utilisation of all kinds of resources needed.
- To understand Master Production Schedule, Material Requirement Planning and Total Quality Management
- To get acquainted with ISO Quality Certifications

Course Outcomes (Cos):

Learners should be able to

1. Classify and understand the core features of the operations and production management function
2. Evaluate and prepare the best plant and factory location and layout.
3. Obtain the knowledge of identifying and applying a quality management tools to improve organizational effectiveness.
4. Compare and combine various business locations, layouts, total quality management.
5. Define and list operations management concepts that yield a competitive advantage through operational excellence.
6. Discover, estimate and classify products & services to customers by 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, Product Design and Process selection

Unit II

Facility Location – Facility Layout – Facility Layout planning and Designing, Types of layout – Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems

-Assembly line balancing, Introduction to product layout and process layout-Comparison of Product Layout and Process Layout.

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) – BOM – Capacity Requirement Planning (CRP) –An Introduction to MRP II and 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

Text Books:

1. Pannerselvam, “Production and Operations Management”, 2nd edition, PHI, 2012.
2. M. Senthil, “Production and Operations Management”, 2nd edition, 2009.

References:

1. Everest E Adam & Ebert, “Production and Operations Management”, fifth edition, PHI publication, 2009.
2. Joseph G Monks, “Operations Management (Theory and Problems)”, second edition, McGraw Hill Intl, 2004.
3. S N Chary, “Production and Operations Management”, 3rd edition, TMH Publications, 2009.
4. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Process and value Chains”, seventh Edition, PHI, 2007.
5. E.S Buffa, “Modern Production and Operations Management”, 8th edition, Wiley India, 2009.

6. Lee J. Krajewski and Larry P. Ritzman, “Operations Management: Strategy and Analysis”, 7th edition, Addison Wesley, 2007.
7. Chase, Aquilano & Jacobs, “Production and Operations Management”, 13th edition, Tata McGraw Hill, 2009.

Journals:

1. Journal of Operations Management, Published by Elsevier in collaboration with APICS, Educational & Research Foundation.
2. International Journal of Operations Management, Published by Emerald Journals.
3. POM Journal, published by POM Society.
4. International Journal of Advanced Operations Management, published by Inderscience.

Course objectives:

To make the students

- To understand the marketing environment and marketing functions
- Learn the importance of consumer buying motives and consumer behavior.
- To get familiarize in marketing mix
- To get an in-depth view on advertising and sales promotional tools
- To make aware of direct marketing and customer relation marketing
- To aware of the competitive strategy for leader, follower & nichers.

Course outcomes (Cos):

Learners should be able to

1. Apply the core concepts of marketing and the role of marketing in business and society.
2. Perform market analysis by formulating and identifying the best marketing mix.
3. Evaluate and support 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.
5. Evaluate and relate the techniques involved in promoting and branding products
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 - process, Market segmentation – levels - bases, targeting – patterns, positioning and differentiation, Tools of product differentiation.

Unit III

Marketing mix - Product mix - 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 – Advertising – types – Media, Sales promotion – Tools, Public Relations - Tools - Direct Marketing.

Unit V

Customer relation marketing - Customer database, identifying and analyzing competitors - Designing competitive strategies for leaders, Challengers, followers and nichers:–Attracting and retaining customers.

Note: Emphasis will be given to case discussion and article reviews

Text books:

1. Kotler Philip and Keller, “Marketing Management”, PHI, New Delhi, 2014.
2. R.S.N Pillai Bagavathi, “Marketing Management”, S.Chand & Company Ltd, 2013

References:

1. Rajan Saxena, “Marketing Management”, 2nd edition, Tata Mc Graw Hill. 2008
2. Ramasamy and Namakumari, “Marketing Management”, McMillan, India Ltd., 2007
3. Sherlekar, “Marketing Management”, 14th edition, Himalaya Publication House, 2008
4. K.S Chandrasekar, “Marketing Management”, Tata Mc Graw Hill, 2010.

Journals:

1. Indian journal of marketing
2. Business & marketing
3. Advertising Express

Course objectives:

To make the students

- To understand the human resource management and human resource information system
- To increase knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To gain information on feedback systems
- To know about compensation and reward management and its practice in industry.
- To understand the concept of competency mapping and components of quality work life
- To get an in-depth knowledge of employee welfare measures and global HR practices

Course outcomes (Cos):

Learners should be able to

1. Analyze and assess the job analysis for a profile and understand its linkage with HR planning
2. Identify and evaluate the training needs and prepare a training programme.
3. Examine and outline the compensation and reward system applicable to the industry based and understand its linkage with performance management
4. Apply the appropriate employee relations measures and Recruitment process, Learning organization Auditing HR functions
5. Draft 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. To make any manager to identify various activities related to Human Resources, Job involved in HR, Training, and Compensation and Labour welfare practices

Unit I

Human resource management - Importance of HRM; Objectives of HRM; HR Planning –factors affecting HR Planning – Human resource information system(HRIS) - Functions of HRM-

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

Unit II

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

Unit III

Orientation & Training: Orienting the employees, Training – Training process - Performance appraisal- Traditional and modern techniques of performance appraisal- Performance appraisal process - 360° - 720° feedback.

Unit IV

Basics of compensation- factors determining pay rate- Current trends in compensation – Pay for performance and financial incentives, issues in compensation management – Competency mapping – Quality work life.

Unit V

Labor Welfare – Statutory and Voluntary Welfare measures. Knowledge management – Learning organization Auditing HR functions - Future of HRM function, International HRM – Global differences and similarities in HR Practices – Application of IT in various HRM functions

Note: Emphasis will be given to case discussion and article reviews

Text Book:

1. V.S.P.Rao, “Human Resource Management- Texts and Cases”, 2nd Edition, Excel Books, New Delhi, 2014.

References:

1. Gary Dessler, “Human Resource Management”, 11th Edition, Prentice Hall of India Pvt, Ltd, 2011.
 2. K. Aswathappa, “Human Resource Management”, 6th Edition, Tata McGraw Hill, 2013.
- Master of Business Administration (2015 Batch) Karpagam Academy of Higher Education

3. Scott, Snell ,George ,Bohlander , “Human Resource Management - A South Asian Perspective”, Cengage Learning, 2010.
4. Klerman, “Human Resource Management”, Biztantra, 2008.

Journals/ additional readings and other materials:

1. HRD Times
2. Personnel today
3. Human capital
4. Vision
5. Management and labour studies
6. IIMB management review
7. HR effective
8. Vikalpa
9. www.hrd.com

Course objectives:

To make the students

- To understand the financial management concept and its importance and its applications in business
- To gain knowledge on the sources of finance 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 working capital its application in business.
- To comprehend on the importance of capital structure, the factors which influence the dividend policy.

Course outcomes (Cos):

Learners should be able to

1. Evaluate the various sources of capital and its impact on business
2. Demonstrate knowledge and compute value of money to evaluate the business proposal applying capital budgeting techniques
3. Compute the cost of capital 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

Capital Budgeting , Time Value of Money, Methods of Appraisal, Pay Back Method, Rate of Return, NPV, IRR, 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, and Weighted Average Cost of Capital.

Unit IV

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

Unit V

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

Note: Emphasis should be given to case discussions and review of articles. Mark distribution - Problems 40 marks and Theory 60 marks.

Text Books:

1. Pandey.I.M, “Financial Management”, 9th Edition, Vikas Publishing House, New Delhi, 2013.
2. Prasanna Chandra, “Financial Management”, 7th Edition, Tata McGraw Hill, New Delhi, 2012.

References:

1. Khan & Jain, “Financial Management”, Tata McGraw Hill, New Delhi.
2. James C Vanhorne, John M Wachowicz Jr, “Fundamentals of Financial Management”, Pearson Education Limited, 2001.
3. Lawrence J Gitman, “Principles of Managerial Finance” Pearson Education limited.
4. Periasamy P, “Financial Management”, Vijay Nichole Imprints, Chennai.

Journals / Additional Readings:

1. Finance India, Indian Journal of Finance
2. Journal of Financial Services and Management
3. Asia Pacific Business Review
4. Corporate India

Course objectives:

To make the students

- To understand the basic framework of operation research and its applications in business decision.
- To develop an understanding of Transportation model for Mathematical formulation of the Transportation problem.
- To identify strategies for to minimize the cost of service through Queuing theory.
- To have a thorough understanding on game theory
- Understand the mathematical tools and professionally allocate scarce resources to optimize and maximise profit.
- To inculcate the knowledge of geometric programming to solve the non linear programs

Course outcomes (Cos):

Learners should be able to

1. Assess the operation research and its applications in business decision.
2. Discover suitable transportation model and apply mathematical formulation of the transportation problem.
3. Apply suitable strategies to minimize the cost of service
4. Analyze the non-linear programming techniques to solve the problems in functional areas
5. Demonstrate separable programming function to design a suitable Programming based on the ethical norms of research.
6. Identify the mathematical software to solve the proposed models

Unit I

Introduction to Operations Research – Meaning – Scope – Models – Limitation and applications in management decision making. Linear Programming – Formulation– Graphical method – Simplex method (Problems using slack variables only)

Unit II

Transportation model- Mathematical formulation of the 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 the problem – Hungarian method –Unbalanced Assignment problem-Maximization case in Assignment problem.

Unit III

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.

Unit IV

Nonlinear Programming: Introduction – Formulating lagrangian function – Formulation of NLP – General Nonlinear Programming problem – Methods of NLP – Graphical solution methods – Quadratic Programming – General mathematical model – kuhn tucker conditions – applications of quadratic programming

Unit V

Separable Programming – separable functions – reduction to separable form – piece-wise linear approximation of nonlinear functions – mixed linear approximation of separable NLP. Geometric programming – general form of geometric programming – necessary condition for optimality – primal GP with equality conditions. Stochastic programming – sequential stochastic programming – Non-sequential stochastic programming

Note: Problems 60 Marks and Theory 40 Marks

Text Books:

1. Franks S.Buknick Mcleavey, Richard Mojena, “Principles of Operations Research for Management”, AITBS publishers, 2002. (Unit I – III)
2. J.K Sharma, “Operations Research- Theory and Applications”, MacMillan Publishers India Pvt Ltd, 2013. (Unit IV – V)

References:

1. Kanthi Swarup, P.K. Gupta, Man Mohan. “Operations Research”, Sultan Chand & Sons, New Delhi, 2010.
2. Anand Sharma, “Operations Research”, Himalaya Publishing House, 2004.
3. Dr.S.D.Sharma, “Operations Research”, Kedar Nath Ram Nath & Co, 2002.
4. V.K.Kapoor, “Operation Research Techniques for Management”, Sultan Chand & Sons, 2001.

Course objectives:

To make the students

- To understand the basic framework of research and research process and its important in business decision.
- To learn the research situations from the management perspective
- 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.
- Disseminate the knowledge of research report and be familiar with the content to be included in the report.

Course outcomes (Cos):

Learners should be able to

1. Assess the best suitable research type and formulate the research objective for the business problem.
2. Identify and design a research process to solve the real time issues in the organizations
3. Formulate the suitable research designs and select appropriate sampling techniques for the research.
4. Practice the appropriate data collection method for solving the business issue and decide the appropriate measurement scale for designing the instrument for data collection.
5. Evaluate the appropriate analytical tools for the data collected and formulate a suitable suggestion for the business problem.
6. Demonstrate capabilities of designing a suitable research report based on the principles of research.

Unit I

Research Scope and Significance- Types of research- research process- Characteristics of good research-criteria for good research- objectivity in research - Problems encountered by Researchers in India.

Unit II

Research Design- meaning- classification- features – importance - selection of research problem - steps in research design - Sample design - meaning- concepts - steps in sampling - criteria for good sample design – sampling types.

Unit III

Data collection:- Types of data - sources - Tools for data collection methods of data collection - 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 - Test of Significance - Assumptions about parametric and non-parametric tests. Non-Parametric Test: One Sample Test - Sign Test, Chi-Square Test, ANOVA, Run test for randomness - Factor analysis.

Unit V

Interpretation- Meaning – Techniques - Charts and Diagrams - Report Writing- Significance, STEPS- Layout- Types Of Reports - Oral Presentation- Executive Summary - Precautions For Writing Report- 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 and Theory 80 Marks

Text Books:

1. R.Paneerselvam, “Research Methodology”, Prentice Hall of India Pvt Ltd, 2007.
2. C.R.Kothari, “Research Methodology: Methods and Techniques”, New Age International Pvt Ltd, 2008.

References:

1. Dr. Deepak Chawala and Dr. Neena Sondhi, “Research Methodology concepts and cases”, Vikas Publishing House Pvt Ltd, 2011
2. Bill Taylor, “Research Methodology: A Guide for Researchers in Management and Social Sciences”, Prentice Hall of India pvt ltd, 2007.
3. William Zikmund, “Business Research Methods”, South Western Publishers, 2003.

Journals:

1. IUP Management Research
2. International Journal of Economic Research.
3. International Journal of Economics Research
4. Journal of Marketing Research
5. HRM Review

Course Objectives:

- The course has been introduced in order to make them use statistical package for their research
- Make the students to prepare data sheet and manipulate the data.
- Learn an organization's information systems and technology decision making processes.
- To gain in-depth knowledge on research situations from management perspectives
- To train them to access different statistical tools and interpret the results
- To gain data analytics skills to solve the business/Research problem.

Course Outcomes (Cos):

1. Effectively to apply the statistical package to analyze the research problem under study
2. Evaluate the usage of graphical presentation of data for dissemination of information to audience
3. To analyze the real time data by use of appropriate tools at any given situation in order to come with conclusion
4. Experts in handling data files and carry out basics statistical analysis
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-Recoding Using Transform - table scores- Frequencies Distribution – Diagram –Graphs.

Unit III

Descriptive statistics – Mean, Median, Mode Squeezes – kurtosis – Standard Deviation

Unit IV

T- Test for Independent sample and X test – ANOVA

Unit V

Correlation – Rank correlation – Regression – charts

Text Book:

1. Darren George, “SPSS for Windows step by step”, 7th Edition

Course Objectives:

- To assess the overall knowledge of the student in the relevant field of Management
- Realize the knowledge and skills required to excel in their career
- To test their learning and understanding of various concepts of the syllabus during the course of their programme
- To acquaint the students with fundamentals of communication and help them to transform their communication abilities
- To understand the frameworks and tools to effectively analyze and approach various Organizational situations.
- To prepare the students to face interview both in the academic and the industrial sector

Course Outcomes (Cos):

1. Students get equipped with skills and knowledge to excel in their future careers
2. To develop an in-depth knowledge on the management concepts, theories and principles
3. Develop an ability to analyse and interpret contents and concepts to provide meaningful information in making management decisions
4. Recognize the application of various techniques to achieve the objective of the task
5. Determine opportunities and emerging challenges in the upcoming business trends
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to various courses.

A Comprehensive Viva Voce will be conducted at the end of the Semester. The panel shall consist of an external expert and faculty members who handled the courses. The viva is aimed to evaluate the student's knowledge in all the core and elective courses in the particular semester.

Course Objectives:

- Help the Students in developing their communication skills, especially presentation before the group.
- Develop and improve discussion skills
- The students will be able to analyze any given issue and to present before an identified group.
- Identify and comprehend main ideas and supporting idea in detailed manner
- Manage timings on discussion
- Develop and present options based on selected materials

Course Outcomes (Cos) :

1. Manipulate the functions and operations related to management
2. Demonstrate capabilities of problem-solving, critical thinking, and communication skills.
3. Organize and participate in business meetings and presentations
4. Identify ways to make information more accessible to audience
5. Students will demonstrate the ability to construct a paper consistent with expectations of the discipline, including an appropriate style
6. Evaluate an enthusiastic and well-practiced method of presentation

In second Semester the seminar shall be on the topics related to Trade, Industry, Commerce, Corporate world and Corporate Affairs.

Course Objectives:

- To train the students on analytical aptitude and reasoning
- To provide enhanced recruitment and better training activities.
- To develop employability and enterprise skills, such as teamwork and communication.
- To develop positive attitudes in the pupils towards study and work.
- To provide students with impartial advice about options that is available to them
- To provide equal opportunity of access to careers inspiration and guidance.

Course Outcomes (Cos):

1. Practice the quantitative and reasoning ability to analyze the business issues
2. Demonstrate the critical thinking and problem-solving techniques
3. Disseminate the knowledge of data arrangement and presentation
4. Develop competent management professional skills
5. Develop proactive thinking so as to perform effectively in the dynamic socio-economic and business ecosystem.
6. Ability to communicate effectively.

Quantitative & Reasoning Ability: - Number Theory - Number series - Blood Relation - Averages - Ratios and Proportions - Venn diagram, Syllogism – Percentage- - Profit and Loss - Problems on Interests - Data Interpretation - Image Analysis - Time speed and Distance - Coding and De-coding - Problems on Trains and Boats - Problems on Ages - Data Arrangement - Time and Work - Pipes and Cisterns - Directions

15 OEP201L HUMAN RESOURCE MANAGEMENT (OPEN ELECTIVE)

Course Objectives:

- To make students aware on Human Resources and their scope in organization
- To provide knowledge on Job involved in HR, Training, Compensation and Labour welfare practices.
- To train the students in recruitment and selection process
- To disseminate the knowledge of labour welfare measures practiced in organizations
- To get insight the concept of collective bargaining and worker's participation in management
- To understand the current issues, trends, practices, and processes in HRM

Course Outcomes (Cos):

1. Helps in effective management of human resources and to plan key human resource functions within organization.
2. Enhanced recruitment skills and career development
3. Utilize the knowledge to gain the competitive advantage through people
4. Acquire the skill to conduct organizational Training and performance appraisal.
5. To develop human relations and facilitate collective bargaining
6. To examine the current issues, trends, practices, and processes in HRM

UNIT I

Human Resource Management - Definition - Objectives - Functions - Scope -Importance - HRM in India - Evolution of HRM - Quality of a good Human Resource Managers- Human Resource Planning - Job Analysis, Job description and Job Specification.

UNIT II

Recruitment and Selection - Sources of Recruitment - Selection Process – Test Types - Interview Types - Career Planning - VS Man Power Planning and succession Planning - Career Planning - Process - Career Development -Placement and Induction.

UNIT III

Training - Methods of Training - Executive Development – Performance Appraisal - Methods of Performance Appraisal - Transfers – Promotion

UNIT IV

Industrial Relations - Meaning & Characteristics Industrial Relations - Parties to Industrial relations - Nature of Trade Unions - Problems of Trade Union -Measures to Strengthen Trade Union Movement in India - Causes for Industrial Disputes - Settlement of Industrial Disputes.

UNIT V

Collective - Bargaining - Features - Pre-requisite of Collective Bargaining -Agreement at different levels - Workers Participation in Management-Objectives for Successful Participation.

Text Books

1. Human Resource Management - Dr. C.B. Gupta - Sultan and Sons.
2. Personnel & Human Resource Management - P. Subba Rao – Himalaya Publishing House.

References

1. Human Resource and Personnel Management - K. Aswathappa - Tata Mc Graw Hill Publishing Co. Ltd.
2. Personnel Management & Human Resources - C.S. Venkata Rathnam & B.K. Srivastava. TMPL.
3. Dynamics of Industrial Relations - Dr. C.B. Memoria, Dr. Satish Memoria &S.V. Gankar - Himalaya Publishing House.
4. Performance Appraisal, Theory and Practice - AIMA - Vikas Management Series, New Delhi - 1986.
5. Human Resource Management: Pattanayak, PHI - 2002

Course Objectives:

- To expose participants to various perspectives and concepts in the field of Strategic Management
- To get the knowledge on setting mission and vision for organization growth
- To help participants develop skills for analyzing business environment to the solution of business problems
- To carry out effective SWOT analysis and learn core competence of business
- To acquaint students with strategy formulation and implementation techniques
- To help students master the analytical tools of strategic management

Course Outcomes (Cos) :

1. Set the mission and vision in personal and organizational level
2. To analyze the environment in strategic planning and ability to take Strategic decisions
3. To be able to apply the basic concepts, principles and practices associated with strategy formulation and implementation.
4. To be able to analyze industry factors, and identify their impact on profitability and strategic positioning
5. To be able to assess the resources and constraints for strategy making in a business organization
6. Communicate effectively strategic evaluation and control techniques

Unit I

Corporate Strategy : Define strategy, levels at which strategy operates; – Mission – Vision of the firm – Development, maintenance and the role of Strategic leader – Strategy planning – Strategic planning process, Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business

Unit II

Environment Analysis & Internal Analysis of Firm : General environment scanning, competitive & environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – identifying critical success factors – to identify the strength & weakness – SWOT audit – core competence – industry analysis.

Unit III

Strategy Formulation: Generic Strategies – Grand Strategies – Strategies of leading Indian companies – the 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 planning & 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 funds programming

Unit V

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

Note: Emphasis will be given to case studies, article reviews and business practices by reading the business magazines and management journals

Text Book:

Azhar Kazmi, "Strategic Management and Business Policy", 3rd Edition, Tata Mc Graw Hill, New Delhi, 2010

References:

1. Bhattachary, S.K and N.Venkataramin, "Managing Business Enterprise: Strategies, Structure and systems", Vikas Publishing House 2006
2. V.S.P Rao, "Strategic Management – Text & Cases", Excel Books Publishers 2004
3. Francis Cherunilam,"Strategic Management", Himalaya Publishing House, 2010
4. Fred R. David, "Strategic Management: Concepts and Cases", 13th edition. Prentice Hall India 2009

5. Gerry Johnson, Kevan Scholes, Richard Whittington, “Exploring Corporate Strategy: Text & Cases”, 7th Edition, Prentice Hall India 2007
6. Budhiraja, s.B and M.B Athreya, “Cases in Strategic Management”, Tata Mc Graw Hill 2008

Journals:

1. Harvard Business Review
2. IUP Journal Of Business Strategy
3. “Vikalpa” – The Journal for Decision Makers
4. IIBM Management Review

Course Objectives:

- To provide theoretical foundations of entrepreneurship
- To acquaint students with the special challenges of starting new ventures and introducing new product and services ideas
- To train the students on entrepreneurial ethics and project management
- Knowledge on various sources of institutional finance
- Knowledge on setting up of small business and entrepreneurial performance
- To make understand the rural entrepreneurship and women entrepreneurship in all round industrialization

Course Outcomes (Cos):

1. To inculcate entrepreneurial skills
2. Categorize the promotional measures and forms of business for entrepreneurs
3. Design and development the project and undergo feasibility analysis
4. Evaluate the best sources of finance suitable for financing projects
5. Analyze the reasons of business sickness and develop self preventive techniques
6. Communicate effectively the promotion of women entrepreneurship

Unit I

Entrepreneur – Meaning - Nature – Importance – Characteristics and Types- Qualities- Entrepreneur Vs Intrapreneur - Role of Entrepreneurship in the Indian Economy – Entrepreneurial Environment – Entrepreneurship and economic development.

Unit II

Evolution of Entrepreneurs – Entrepreneurial promotion: Training and development of entrepreneurs - Entrepreneurial Motivation – mobility of Entrepreneurs – Entrepreneurial change – occupational mobility – factors in mobility – Role of consultancy organizations in promoting Entrepreneurs – Forms of business for Entrepreneurs.

Unit III

Entrepreneurial Careers, education and Training – Entrepreneurial Ethics. Project management: Sources of business idea – project classifications – identifications – formulation and design – feasibility analysis – Preparation of project report and presentation.

Unit IV

Project finance: Sources of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, and Commercial Bank – Appraisal for bank loans. Institutional aids for Entrepreneurship development – Role of DICS, SIDCO, NSICS, IRCI, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching institutions for assistance.

Unit V

Steps in setting SSI unit – Selection of location of enterprise- problems of Entrepreneurs – sickness in small scale industries – reasons and remedies – incentives and subsidies – Evaluating Entrepreneurial performance – Rural Entrepreneurship – Women Entrepreneurship – International Entrepreneurship - The future of Entrepreneurship.

Note: Emphasis will be given to case discussion and article reviews

Text Books:

1. Vasant Desai., “Dynamics of Entrepreneurship Sultan Chand and Sons” New Delhi, 2009.
2. N.P.Srinivasan and C.B.Gupta, “Entrepreneurial Development”, Tata Mc Graw Hill, New Delhi 2008

References:

1. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, Himalaya Publications House, Mumbai, 2009
2. Srinivasan and G.P.Gupta. “Entrepreneurial Development”, Sultan Chand and Sons, New Delhi, 2006
3. P.Saravanelu. “Entrepreneurial Development”, Ess pee kay publications House, Madras.2007
4. S.S. Khanka, “Entrepreneurial Development”, PHI, India, New Delhi 2007
5. Bishwanath Ghosh, “Entrepreneurship Development in India”, National Publishing House, New Delhi 2009

Journals:

1. The Journal of Entrepreneurship
2. Business Today
3. Small Enterprise development, Management and Extension Journal
4. Business India- Articles about Entrepreneurs

Course Objectives:

- To make one to understand the global concepts used in financial management.
- To know the functions and its application in financial decision making.
- To get insights in the foreign exchange markets
- To gain knowledge on international financial decisions of various international financial institutions
- To get insights into the competencies required to become an effective financial manager
- To practice the students with the intricacies of international business in terms of investment with monetary systems.

Course Outcomes (Cos):

1. Identify the basis global trade and trade transaction mechanism
2. Analyze the foreign exchange rate and factors influencing fluctuations
3. Estimate the flow of Foreign Direct Investment and its impact on Indian economy
4. Ability to evaluate the functioning of international financial institutions
5. Assess the resources of Financing of foreign trade
6. To discover facts on foreign trade.

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- World Trade Organisation, Trends in world 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, ECGC and its schemes - International taxation.

Note: Emphasis will be given to case discussion and article reviews

Text Books:

1. Vyuptakesh Sharan, “International Financial Management”, Prentice Hall of India Pvt Ltd., 2009.
2. Thummuluri siddaiah, “International Financial Management”, Pearson publication.

References:

1. V.Sharan , “International Financial Management”, 4th edition, Prentice hall of India 2009
2. Apte P.G, “International Financial Management”, Tata McGraw Hill 2008
3. Eun, “International Financial Management”, Tata McGraw Hill
4. Larceny & Bhattacharya, “International Marketing”, Sultan Chand & Sons, 2010

Journals / Additional Readings and other Materials:

1. <http://www.indianjournaloffinance.co.in/>
2. <http://fisher.osu.edu/fin/journal/jofsites.htm>
3. <http://www.afajof.org/>
4. <http://www.wiley.com/bw/journal.asp?ref=1367-0271>
5. <http://finance.mapsofworld.com/finance>
6. Reserve Bank of India Annual Report (2010-2011)
7. Readers self: International Business- B.V.H.Kameswara sastry

Course Objectives:

- To understand the concept of costing and cost reduction methods.
- To make students to learn to manage total cost and production costing.
- To provide knowledge on the process of various costing methods and management.
- To understand the concept involved costing related to business decisions.
- Provide insight in strategic cost management
- To learn the techniques of cost management that are effective and ethical

Course Outcomes (Cos) :

1. Illustrate the cost sheet and cost reduction methods to improve organizational productivity.
2. Estimate the total cost and production cost to source competitive advantage
3. Evaluate cost control systems and various costing methods and management
4. To analyze the cost function in mathematical methods.
5. Analyze productive results on cost management and reduction
6. Interpret 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- Problems.

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: Emphasis will be given for case discussion and review of articles

Text Books:

1. Horngren, "Cost Accounting", AITBS Publications, 4th Edition, New Delhi, 2008
2. Vijay Govindraj, "Strategic Cost Management". 3rd Edition, Wishwa Prakasham. New Delhi, 2000
3. Jokhotiya G.P," Strategic Financial Management", Vikas Publication Ltd.

References:

- 1 Antony, "Management Accounting", 3rd Edition, Tata Mc Graw Hill, New Delhi, 2010.
- 2 J Batty, "Management Accounting", 1st Edition, Vikas Publishing House, New Delhi 2007.
- 3 Atkinson and Robert Haplan, "Advanced Management Accounting", Prentice Hall of India.
- 4 Ajit Prasad, "Strategic Financial Management", Vikas Publication Ltd, 2009.

Journals:

1. Journal of Accounting and Finance
2. IFCAI Accounting World
3. Indian Journal of Finance
4. IFCAI Applied Finance

Course Objectives:

- Understand the various ways of generating funds in to an organization and ways and means of investing surplus.
- To understand the regulation of merchant banking
- To know about mutual funds and the concept of factoring
- To learn the concepts of leasing and effective management of financial resources
- To provide knowledge on hire purchase and investment
- To understand the importance of various credit rating techniques

Course Outcomes (Cos):

Learners should be able to

1. To assess the regulation of merchant banking.
2. To estimate the benefits of mutual funds and the concept of factoring.
3. Classify the different factoring that helps in investment decision making
4. Develop skill to explore new avenues in business operations
5. Developing capabilities of evaluating leasing techniques
6. To manage hire purchase and investment.

Unit I

Nature and scope of merchant banking – Regulation of merchant banking – overview of current Indian merchant banking scenario – procedural aspects of primary issue – pre-issues decision making – post issue management.

Unit II

Mutual funds – operation – performance – SEBI guidance for mutual funds securitization – concept, securitization as a funding mechanism, securitization of residential real estate – mortgages & mortgage investments.

Unit III

Concept of factoring – forms of factoring Vs Bill discounting – Factoring Vs credit financing – factoring Vs forfeiting – Evaluation of a factor – legal aspects of factoring – Factoring services in India – Bill of exchange – Definition – Features.

Unit IV

Leasing – History & Development – Concept & classification – types – Advantages – Disadvantages- legislative framework – supplier, lessor, lessee relationship – sub lease – Default & remedies – lease evaluation in lessee's and lessor's point of view.

Unit V

Hire purchase – concept & Characteristics – rate of interest – legal aspects – tax implication frame work for financial evaluation – credit rating – concept – types – advantages & disadvantages – credit rating process – credit rating agencies.

Note: Emphasis will be given for case discussion and review of articles

Text Books:

1. M.Y. Khan, “Financial Services”, 4th Edition, McGraw Hill Prentice Hall, New Delhi, 2009.
2. G. Rameshbabu, “Indian Financial System”, Himalaya Publishing House, New Delhi, 2009.

References:

1. Shanmugam R, “Financial Services”, Wiley India Pvt Ltd, New Delhi, 2010
2. S.Gurusamy, “Merchant Banking and Financial Services”, Tata Mc Graw Hill Education Pvt Ltd., 3rd Edition, 2009.
3. Gordon E, “Financial Markets & Services”, Himalaya Publications.

Journals / Additional Readings:

1. Journal of Financial Services and Management
2. Indian Journal of Finance
3. IFCAI Applied Finance

Course Objectives:

- Provide a theoretical and practical basis for assessing services in a simple and understanding level.
- To understand the positioning and differentiation strategies and quality of services
- To make awareness and get insight in Pricing and distribution of service industry
- To get exposure to marketing of hospitality and financial services
- To clarify the marketing of Non-Profit Organizations
- To provide insights to the challenges and opportunities in services marketing

Course Outcomes (Cos):

Learners should be able to

1. Infer knowledge on services marketing to serve better in new services avenues
2. Create avenues for relationship marketing
3. Analyze several facets in the area of services marketing essential for the success of a service sector firm.
4. Understanding and determine segmentation of Services marketing
5. Acquire thorough knowledge in different services areas
6. Effectively provide knowledge to develop skills in financial services

Unit I

Services Marketing – meaning – features of services – Types and importance – Relationship marketing – mission, strategy, elements of design, marketing plan, service encounter, Globalization of services, moment of truth-interactive marketing.

Unit II

Marketing Mix decisions: Unique services – Pricing - Promoting and distributing services – segmenting - bases of segmentation -Positioning and differentiation strategies - Quality of service industries – customer support service

Unit III

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

Unit IV

Marketing of Financial services: Concept – features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services - Negotiation & parties involved in negotiation

Unit V

Marketing of Non-Profit Organizations: NGOs – Services Offered by Trust/Societies – Educational service – Miscellaneous services – Power and Telecommunication - Hospital services.

Note: Emphasis will be given for case discussion and review of articles

Text book:

1. Christopher, Lovelock. Jochen wirtz, “Services Marketing-People, Technology, Strategy” 7th edition, Pearson Education, New Delhi, 2009

References:

1. K.Rammohan rao, “ Service Marketing”, Pearson education, 2009
2. Roland & Anthony, “Service Marketing Text & Reading”. 2009
3. S.M Sha, “Service Marketing”, New Delhi: Himalaya Publishing House, 2010.

Journals:

1. Business & Marketing
2. Reader shelf International Business
3. Indian Journal of Marketing
4. Journal of Marketing

Course Objectives:

- To give a broad understanding of Sales Management and its implications.
- Help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm
- To make understand the key terms and concepts in sales force management.
- To learn the role of advertising and media management in business.
- To provide information on Sales Promotion and Public Relations
- To sharpen decision making skills of future sales and distribution managers

Course Outcomes (Cos) :

Learners should be able to

1. Provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
2. Analyze and pay special emphasizes on the problems and dilemmas in sales force management.
3. Identify distinguished Knowledge on advertisement management that helps to develop business.
4. Develop critical skills for generating, evaluating and selecting sales, advertisement media and distribution strategies.
5. Develop critical skills for generating, evaluating and selecting sales and distribution strategies.
6. Classify the Trade promotional tools and sales person promotional tools

Unit I

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

Unit II

Sales Force Management – Types of Sales Organizations - Sales Force Recruitment –Sources – Training – needs – designing a training programme – 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.

Unit IV

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

Unit V

Sales Promotion and Public Relations – Sales Promotion - Objectives, Tools, Planning Implementation and Control. Public Relations – Objectives -Tools and importance.

Note: Emphasis will be given for case discussion and review of articles

Text Books:

1. S.L. Gupta, “Sales and Distribution Management”, Himalayas Publishing House, New Delhi, 2009
2. A. Chunawalla, Advertising, Sales & Promotion Management, Himalaya Publishing House, New Delhi, 2007

References:

1. Richard R Still, Edward Cundiff & Norman A P Gowani , “Sales Management”, Prentice Hall India Publishers, New Delhi 2009.
2. Rajeev Batra, John G. Myers, David A. Aaker, “Advertising Management”, Prentice Hall India Publishers, New Delhi, 2010
3. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, “Sales Management: Decisions, Strategies And Cases” , Prentice hall of India, 2008

Journals:

1. Marketing Mastermind
2. Advertising Express
3. Indian Journal of Marketing
4. Marketing Management – AMA
5. Journal of Marketing Research

15 MBAPM303 C MARKETING RESEARCH & CONSUMER BEHAVIOR 4 0 0 4

Course Objectives:

- To give the students an understanding of marketing research from both user's (management) and doer's (the researchers) perspective.
- To design and produce, evaluate a research proposal & understand the quality of research studies.
- To acquaint with the factors influencing the consumer behavior and concepts to marketing decisions
- To provide the relevance of consumer behaviour models
- To learn the basic skills to conduct professional marketing research.
- To understand the applications of business research tools in Marketing decision making

Course Outcomes Cos) :

Learners should be able to

1. To be able to appreciate the different perspectives of marketing research from both user's and doer's perspective.
2. To be able to formulate research proposal and evaluate it.
3. To be able to conduct professional marketing research.
4. Apply business research tools in marketing decision making.
5. To generate new models of consumer behavior to To generate new models of consumer behavior
6. Evaluate the effectiveness of marketing programmes on consumption decisions

Unit I

Marketing Research and Scope of Marketing Research – Types & uses of marketing research- Marketing Research & decision making – Marketing 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 behaviour principles to strategic marketing- Models of Consumer Behaviour – Market segmentation and Consumer Behaviour-Factors influencing Consumer Behaviour – social, economic, psychographic, group influences.

Unit IV

Consumer behaviour - 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.

Note: Emphasis will be given for case discussion and review of articles

Text book:

1. S.Sumathi, P.Saravanel, “Marketing Research & Consumer Behaviour”, Vikas publication house, 2003

References:

1. M.S. Raju & Dominique Xardel, “Consumer Behaviour Concepts, Application & Cases”, Vikas publishing house, 2009.
2. Arun Kumar & N. Meenakshi, “Marketing Management”, Vikas publishing house, 2006

Journals:

1. Marketing Mastermind
2. Business & marketing
3. Reader Shelf International Business
4. Indian journal of Marketing
5. Journal of Marketing

Course Objectives:

- Helps to recognize the dynamic relationship between strategy, people, technology, and the processes that drive organizations.
- To develop knowledge on analyzing individual and group behavior
- It helps students to understand the key HRD concepts and techniques that can be applied in everyday managerial decision-making.
- To make them understand the techniques of managing conflict and create better environment
- To gain insight in the HRD-OD approach to industrial relations
- To learn about cross cultural dimensions and its impact

Course Outcomes (Cos):

Learners should be able to

1. Recognize the dynamic relationship between strategy, people, technology, and the processes that drive organizations.
2. Acquire skills in analyzing individual behaviour and group behavior
3. Talent in managing conflict in personal and organizational level
4. Learn to evaluate work-life balance
5. Gain knowledge of culture which helps to integrate people
6. Analyze the cultural dimensions that helps to manage people in an individual, organization and society life

Unit I

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

Unit II

Individual and Group Behavior – Acquisition of Human Resources – Development oriented appraisal system – Interpersonal Feedback and Performance Counseling – Giving and Receiving Feedback – Developing Dyadic Relationship through effective counseling.

Unit III

Performance Management - Succession planning - Quality of work life balance – Altruism - determinants - implications for organization co-operation – benefits – factors affecting co-operation-how to build collaboration - competition benefits- conflicts-types/levels-consequences-management conflict.

Unit IV

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 - its problems and prospects - Challenges and Issues in HRD.

Note: Emphasis will be given to case discussion and article reviews

Text Books:

1. Rao V.S.P, “Human Resource Development”, Himalaya Publishing House, New Delhi
2. R. Krishnaveni, Human Resource Development, Excel Books , 2009
3. Lalitha Balakrishnan, Human Resource Development, Himalaya Publishing House 2010

References:

1. Udai Pareek, “Human Resource Development”, 3rd Edition, Oxford and Indian Book House. London, 2007.
2. Kandula, S.R, “Strategic Human Resource Development” Prentice Hall of India
3. John. P.Wilson, “Human Resource Development”, 2nd Edition, Kogan Page Publishers, 2005.
4. P.C. Tripathi, “Human Resource Development”, Sultan and sons, New Delhi

Journals/Additional Readings and other Materials:

- Harvard Business Review
- Human Resource Development Journal
- Human Resource Management Review
- Training and Development Journal

- Academy of Management Review
- Business Week
- HRD Times
- Management and labour studies
- The IUP Journal of Organization Behaviour

Course Objectives:

- The course creates self awareness through Transactional analysis for the personal growth of the students.
- Understanding communication and its effectiveness.
- Understand the effect of behaviour has on oneself, other people and on the organisation
- To understand ego states and transaction analysis
- To enhance assertiveness in individual life.
- To overcome barriers through effective counseling.

Course Outcomes (Cos) :

Learners should be able to

1. Improve self awareness and enhance self motivation
2. Develop communication and language which increases confidence in personal and public life
3. Enhance individual assertiveness
4. Focus on benefits of transactional analysis
5. Demonstrate meeting skills as interpersonal skills
6. Formulate the counselling techniques which when applied helps to overcome problems efficiently.

Unit I

Self-definition and perception, self-schemes, gaining self-knowledge, self-awareness, self-effectiveness, self-presentation motivation and strategies, self-monitoring, impression management-self esteem.

Unit II

Communication and language, models of - 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 & relevance to organizational life – Assertion and Aggression, assertive writing , preparing for assertive business writing – tools, tips, pitfalls, persuasion when to say Yes/No being assertive with oneself –cutting , rewriting editing and how to enhance individual assertiveness?

Unit IV

Ego states, exclusion, contamination strokes, life position, type of transaction, time structure – withdrawal, Rituals, pastimes, activities, games type, stamps, racket and sweat shirts, scripts, advantage and disadvantage of TA.

Unit V

Intervention - counseling -steps -Elements of counseling – counseling as a helping strategy and significant predicating people's problem journey in a life space – anxiety and counseling to develop organizations, check list for counselors, training for counseling

Note: Emphasis will be given to case discussions and article reviews

Textbook:

Dr. Venkatapathy.R and Jackson.P.T.Aditya, “Managing Interpersonal Effectiveness”, Himalaya Publishing House, New Delhi 2009.

References:

1. Thomas Haris, “I’m Okay You’re okay”, Himalaya Publishing House, New Delhi, 2007
2. Fisher Uray, “Getting to say Yes”, Himalaya Publishing House, New Delhi, 2009
3. Robert Albert and Michael Emmonds, “Complete guide to Assertive Living”, Jaico Publishing house, New Delhi, 2009

Journals:

1. Alive
2. Readers Shelf
3. Asian Journal of Professional Ethics & Management

Course Objectives:

- To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
- To make the students be aware of the need and ways of changes in organization as a whole.
- To develop the concepts of OD interventions at group and organisational level.
- To know the impact of group dynamics and its impact on organizational productivity
- The course intends to gain a thorough understanding of the organization's ability to assess its current functioning. to achieve goals
- The students gain ability to implement tools of intervention for effectively bringing change.

Course Outcomes (Cos):

Learners should be able to

1. Application of various organizational theories in designing the structure
2. Analyze the role of innovation, decision making process in building organizational culture and ethics.
3. Handle the challenges in bringing Change in Organizational performance
4. Gain ability to implement tools of intervention for effectively bringing change
5. Have practical awareness about the current trends in organizational development in companies.
6. Analyze the prospects of OD in Indian Organisations

Unit I

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

Unit II

Group Dynamics, Inter group Dynamics and Organizations as Systems 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 O.D and Change in Organizational performance: The impact of OD.

Unit V

Some key considerations and Issues in O.D: Issues in consultant - Client relationship: Mechanistic & Organic systems and contingency approach: Power, politics and OD – research on OD - The future prospects of OD - Some Indian experience in OD.

Note: Emphasis will be given to case discussion and article reviews.

Text Book:

1. Wendell L. French, and Cecil H.Bell Jr, “Organisation Development”, Prentice Hall Of India, New Delhi, 2008

References

1. Raimann Pattanayak, “Training for Organisation Development”, Anmol Publishing House, 2009.
2. Beckhard and Richard, “Organisational Development: Strategies”, Prentice Hall India, New Delhi, 2007
3. Wendell L French and Cecil H.Bell Jr, “Organisation Development Behaviour Science Interventions for organization Improvement” Prentice Hall of India, New Delhi, 2008
4. Kavita Singh, “Organization Change and Development”, Excel Books, 2009

Course objectives:

- Students understand the business system concepts and role of systems analyst
- Understand the processes of constructing the different types of information systems
- Provides knowledge on system planning and investigation
- To make the students to know the use of systems design techniques, methodologies, and tools
- Make students proficient in systems specializations.
- To make the students understand the system implementation and security aspects of system

Course Outcomes (Cos):

1. Effectively perform the role of system analyst
2. Construct a model to carry out the feasibility study and cost benefit analysis
3. Comprehend knowledge on system design and system security to improve the productivity of system management.
4. Implement code of ethics in system management
5. Provide a solid foundation of systems principles and an understanding of how business function is carried on
6. Gain expertise in system testing and quality assurance

Unit I

Overview: Introduction - business Systems concepts, The system development life cycle – life cycle models - waterfall model, prototyping model, incremental model, spiral model, RAD model - Role of systems analyst.

Unit II

System Analysis: System planning and Initial Investigation - 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.

Unit IV

System Implementation: System testing and quality assurance -The nature of test data - The test plan-Quality Assurance - Role of the data processing auditor - Implementation and software maintenance hardware/software selection, Project Scheduling and Software.

Unit V

System Security: Introduction, definition and Threats to system, security, control measures.

Disaster/recovery planning: the plan, Ethics in system development, ethic codes and standards of behavior.

Note: Emphasis will be given to case discussion and article reviews.

Text book:

1. Elias M.Awad, "System analysis and design", 2nd Edition, Galgotia publication, New Delhi, 2010

References:

1. Jr Jain. V.K., "System Analysis and Design", 1st edition. Dream Tech Press, New Delhi 2009.
2. Senn, "Analysis and Design of Information System", Mc Graw Hill 2009.
3. Alli Baharami, "Object Oriented Systems Development", 1st edition. McGraw Hill 2010.

Course Objectives:

- Disseminate knowledge to students on recent trends and developments in technology which covers e-Commerce e-Security, e-Logistics and knowledge management aspects.
- Learn about the physical components needed for information system in Nanotechnology.
- To acquaint with network security systems.
- To provide a clear understanding of e-learning models on e-logistics and supply chain management.
- To give better understanding of knowledge management
- To provide clear view on GIS Standards & Standardization process of GIS development

Course Outcomes (Cos) :

1. Familiarity with e-commerce simplifies the workload in personal and organizational system.
2. Develop skills on e-security which improves the efficiency in work.
3. Helps to develop network security in relevant areas
4. Design a e-learning models that provides a clear understanding on e-logistics and supply chain management.
5. Illustrate how current technologies and decision-support tools can be utilized to the advantage of business operations
6. Communicate effectively knowledge management techniques

Unit I

Overview of an E-Commerce, Internet, Intranet, Extranet, Goals of E-Commerce – Difference between E-Commerce and E-Business- 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, ECS- Electronic Clearing System- Telephone, Electricity Bills.

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 & Demerits, Call Center-Functioning, Ethics, Disaster Recovery Management, Case Study.

Unit III

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

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- Case Study.

Unit V

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

Note: Emphasis will be given to case discussion and article reviews.

Text Book:

1. **Gerard** H. Gaynor, “Handbook of Technology Management”, Tata Mcgraw Hill 2009.

References

1. E-Governance: Case Studies-Ashok Agarwal , Hyderabad, India Universities Press 2008.
2. Management Information System-Jawadekar, Mc Graw Hill Education Books In India.
3. The Essential Guide to Knowledge Management - Amrit Tiwana , Prentice Hall

Course Objectives:

- To make students understand the the impact of the implementation of new software, hardware, and networking technologies
- Provides knowledge on process models that can be utilized to the advantage of business operations
- To understand the process of software design and components
- To know about the life cycle process of the software testing and methods
- To know about the concept of quality in software development.
- To exhibit knowledge software configuration and management

Course Outcomes Cos) :

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

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

SCM And Quality Assurance-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.

Note: Emphasis will be given to case discussion and article reviews.

Text Book:

1. Roger Pressman. S, “Software Engineering: A Practitioner's Approach”, Sixth Edition, Tata Mc graw Hill 2007

References:

1. Fleegeer. P, “Software Engineering”, Prentice Hall of India, 2009
2. Carlo Ghezzi, Mehdi Jazayari, Dino Mandrioli, “Fundamentals of Software Engineering”, Prentice Hall of India, 2010.
3. Sommerville, “Software Engineering”, Seventh Edition, Addison Wesley, 2011

Course Objectives:

- To make the students understand the ways and means of finance for entrepreneurs.
- To get familiar with various sources of funds available for capital formation.
- To highlight the importance of various decision making areas of financial management
- Students get acquainted with the short term sources and cash management
- Knowledge on venture capital, hire purchase and leasing
- To train the students in project plan preparation.

Course Outcomes (Cos):

1. Estimate planning and capital expenditures related to project.
2. Developing the skills required to be a successful entrepreneur.
3. Evaluate the ways and means of raising funds to the business including forms of financing.
4. Develop competency in venture capital, hire purchase and leasing
5. To maintain ethical standards in individual and business life
6. The student will be able to apprehend different level of facilities available to run the business

Unit I

Project planning & Project Appraisal: Concepts - Capital Expenditures - Importance and difficulties - Phases of Capital budgeting - Levels of Capital budgeting - Estimation of Project Cash flows -Expenditures - Time value of money. Payback period - NPV of inflows - IRR concepts -Cost of acquiring capital - Planning of portfolio. Risk Analysis - Economic Risk - Industry Risk - Company Risk - Financial Risk.

Unit II

Sources of Finance: Various sources of Finance available: Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI- FDI- Institutional Finance - Banks - IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India - Merchant Banks in India - NBFC's in India - their way of financing in India for small and medium business.

Unit III

Short Term Sources: banks and financial Institutions that give short term finance - Bills Discounting - Factoring - Working Capital - Concepts - Importance -Cash Management - Inventory Management - Receivables Management - Sources of Working Capital.

Unit IV

Venture Capital, Hire Purchase And Leasing: Venture capital - meaning - origin - importance - Venture capital in India - Benefits. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview -Tax aspects - Lease Accounting - Evaluation of Leasing Proposals.

Unit V

Preparing the Financing Plan: General considerations - Construction Financing- Long term financing - Withholding Tax Considerations - Estimating the Borrowing capacity of a project- Loan repayment. Parameters - Borrowing Capacity, assuming full Draw down Immediately prior to project Completion & Periodic Loan Draw downs - applications to Hypothetical High Speed rail Project- Annual Coverage Tests.

Text book:

1. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

References:

1. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Financial Markets - Gordon & Natarajan. (BPB Publications).
3. Investment Management - V. K. Bhalla. (S. Chand & Company Publishers Ltd.,)
4. Project Financing- Asset based Financial Engineering - John D Finnerty - John Wiley & Sons Inc, New York

Course Objectives:

- Developing the entrepreneurial skill and promoting the qualities, traits, of entrepreneur and is taught in this course.
- To make them understand the value of entrepreneurial promotions and economic development.
- To provide an overview of the competences needed to become an entrepreneur
- To make them know the available international entrepreneurship opportunities
- Provides knowledge on steps for starting a small industry
- Gain understanding on the role of government in promoting entrepreneurship

Course Outcomes (Cos):

1. Students will gain awareness of entrepreneurial skills
2. Knowledge to setup new ventures and make profitable business
3. Capital Budget planning and carry out feasibility study
4. Generating innovative ideas and find ways to apply these ideas to solve issues and problems in different industries and settings.
5. Knowledge to appraise the environment and start new ventures
6. Analyze the role of government in business

Unit I

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship -Entrepreneurial environment.

Unit II

Evolution of Entrepreneurs - Entrepreneurial promotion. Training and development - motivation: factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy organizations in promoting Entrepreneurs - Forms of business for Entrepreneurs.

Unit III

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

Unit IV

Managing, growing and ending the new venture - Preparing for the new venture launch - early management decisions - Managing early growth of the new venture - new venture expansion strategies and issues - Going public - ending the venture.

Unit V

Entrepreneurship Development and Government: 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

Text book:

1. Vasanth Desai "Dynamics of Entrepreneurial Development and Management Himalaya Publishing House

References:

1. N.P.Srinivasan & G.P.Gupta, "Entrepreneurial Development", Sultanchand & Sons.
2. P.Saravanelu "Entrepreneurship Development", Eskapee Publications.
3. Satish Taneja, "Entrepreneur Development", New Venture Creation.
4. Robert D.Hisrich, Michael P.Peters, "Entrepreneurship Development", Tata McGraw Hill edition.

Course Objectives

- To make students understand all aspects of Project Management covering project identification formulation, planning, scheduling & control.
- Enable students to acquire concepts, tools & techniques of project management.
- To sensitize the students to complexities of project management.
- To enhance the students of project financing and development banks
- To know the implementation of project and preparation of project report
- To evaluate the project performance and evaluation of costs.

Course Outcomes (Cos):

1. Inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.
2. To analyze project feasibility
3. To know the difficulties in project implementation and provide solutions
4. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
5. Helps students to develop project models
6. Initiate students to carry out social and government projects

Unit I

Project management – Concept of a Project – Categories of Project - Project life cycle- Definition of project management - The project as a conversion Process - project environment - complexity of projects - the 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 planning - project planning as a value adding activity - process of project planning - managing the planning process - communicating project plans - dealing with increased complexity through net work diagrams - Analyzing the network- Critical Path Analysis - Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.

Unit III

Project financing and development banks - Development banking and western world - debt Equity ratio - Equity and Preference Share Capital - Internal Generation of Funds - Leasing Financing - Public sector bonds - Debentures- Assistance from International financial - Short Term funds for Working capital- All India Development Corporation- Specialized Institution - Investment Institution - means of financing - project financing package - procuring funds.

Unit IV

Project implementation - stages - Bottlenecks in project implementation - Guidelines for effective implementation - Management techniques for project management - project monitoring - essentials - roles - tools and techniques - Project management performance indicators performance improvement - project management environment - management reporting - report designing - project evaluation - project review.

Unit V Project feasibility study - Market Feasibility - Technical Feasibility - Financial Feasibility - Economic Feasibility - Critical Success factors- Demand forecasting techniques.

Text Book:

1. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill Publishing Company Ltd

References:

1. Project Management - Harvey Maylor - Macmillan India Ltd.
2. Project Management - S. Choudhury - Tata McGraw Hill publishing
3. Project Management Principles & Techniques - B.B. Goel- Deep & Deep publications Pvt Ltd.
4. Project Management A systems Approach to Planning Scheduling and Controlling- Harold Kerzner, CBs Publishers & Distributors, New Delhi.

15MBAPB303A FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT 4004

Course objectives:

- To understand the history and growth of banks and process of financial intermediation
- To understand the basic concepts of advances, deposits and Negotiable Instruments Act.
- To make the students understand the nuances of modern banking.
- To know the principles for lending services and other agency services of financial institutions
- To know the procedure for Opening of bank accounts, Types of deposit account: Savings account, Current account
- To provide the knowledge of e-banking and its impact of business operations

Course outcomes (Cos):

1. Analyze the banking services offered and recommendations of committees on banking process.
2. Categorize various Negotiable Instruments, Duties of paying and collecting banker
3. Create bank account and evaluate the bank rate for securities
4. Demonstrate knowledge of the liabilities of paying and collecting banks - bills of exchange and promissory notes.
5. To assess various services provided by the banks
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, Basle 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

Unit III

Deposits - Opening of bank accounts, Types of deposit accounts: 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 businesses: DD, Safe deposit lockers, Credit cards, Debit cards, Smart cards, NEFT/RTGS, Call center.

Text Book:

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

References:

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

Course objectives:

- 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 understand use of decision tools for effective resources mobilization and management
- To study the Nomination facilities, Deceased accounts, Inoperative accounts, Accounts of non-residents

Course outcomes (Cos) :

1. Create bank deposits and aware of banking relationship
2. Infer knowledge of saving deposits and its process
3. Demonstrate the creation of current account and its process
4. The knowledge of Payment of interest and Service charges, Issue of cheque books, closing of accounts
5. Knowledge of opening accounts and building customer relationship
6. Illustrate the different types of deposits and nomination facilities available

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 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 bank's 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

Text Book:

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

References:

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

Course objectives:

- Understand the purpose of lending and the elements of income for banks.
- Understand the types of credit facilities and the procedure for granting various types of advances
- Understand the different types of securities and the methods of creating charges.
- To know the Agricultural Lending, Direct and Indirect Finance, and financing of Micro and Small enterprises
- To disseminate the knowledge of various financial bills
- To provide clear understanding of various credit available to customers and calculation of EMI

Course outcomes (Cos):

1. Create bank deposits and aware of banking relationship
2. Infer knowledge of saving deposits and its process
3. Demonstrate the creation of current account and its process
4. The knowledge of Payment of interest and Service charges, Issue of cheque books, closing of accounts
5. Knowledge of opening accounts and building customer relationship
6. Illustrate the different types of deposits and nomination facilities available

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

Text Book:

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

References:

- 1.Master Circular on Lending to Priority Sector, www.rbi.org.in
- 2.Prasanna Chandra, *Finance Sense: An Easy Guide for Non- Finance Executives*, New Delhi: Tata McGraw – Hill, 2000.
- 3.Stewart C. Myers and Richard A. Brealey, *Brealey Myers: Principles of Corporate Finance*, New Delhi: Tata McGraw-Hill, 2011.
- 4.James C. Van Horne and John M. Wachowicz, JR., *Fundamentals of Financial Management*, New Delhi: PHI, Thirteenth Edition, 2013.

Course Objectives:

- To have an exposure in retailing concept and consumer behavior in retail.
- To understand the retail marketing models and theories.
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in Foreign Direct Investment in retail sector
- To know the various retail models being applied in the market
- To know concepts of global retail and factors affecting the success of global retailing strategy.

Course Outcomes (Cos)

1. Apply marketing concepts in retailing and setting trends
2. Demonstrate retailing and its various concepts.
3. Construct business models in retail
4. Create strategies and tools for effective retailing
5. Evaluate marketing tools and techniques to interact with the customers.
6. To analyze the consumers decision making process 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 Model and Theories of Retail Development – Life cycle and phase in growth of retail markets – Business models in retail – other Retail models.

Unit III

Strategic Planning in Retailing: Situation Analysis – Objectives – Need for identifying consumer needs – Overall strategy, feedback and control – consumer decision-making process.

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.

Text Book:

1. Swapna Pradhan – Retailing Management – Text and Cases, Tata McGraw Hill – 2nd edition, 2004

References:

1. Barry Berman and Joel R Evans – Retailing Management – A Strategic Approach, Prentice Hall of India, 8th Edition, 2002.
2. James R. Ogden, Denise Ogden – Integrated, Retail Management – Biztantra 2005
3. Gibson G Vedamani – Retail Management – Functional Principles and Practice, Jaico Publishing House, Second edition, 2004.

Course Objectives:

- To understand the store layout plan and inventory management in retailing
- To have an exposure in retailing concept and consumer behavior in retail.
- To acquire knowledge on store layout and effective retail space management
- To understand the store security, insurance and credit management
- To evaluate, plan and choose channels of retail distribution strategies.
- To get an insight in Space Mix and Effective Retail Space Management

Course Outcomes (Cos):

1. Analyze the factors influencing store location and locate stores.
2. Evaluating a Retail Operation, Store Operating Parameters and its various concepts.
3. Eliminate the difficulties in operating a retail business.
4. Applying the Strategic Resource Model in Retailing
5. To understand the Floor Space Management and Retail Method of Inventory Valuation.
6. Estimate the Return on Inventory Investments and Stock Turnover

Unit I

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 – the 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

Text Book:

1. James R Ogden and Denise T Ogden – Integrated Retail Management, Biztantra, 2005

References:

1. Barry Berman and Joel R Evans – Retail Management – A strategic Approach, Prentice Hall of India, Tenth edition, 2006
2. Gibson G Vedamani – Retail Management – Functional Principles and Practice, Jaico Publishing House, Second edition. 2004
3. Swapna Pradhan – Retailing Management : Text and Cases – Tata McGraw Hill Publishing Company Ltd., 2004

Course Objectives:

- 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 marketing tools used to gain customers in business
- To get an insight Visual Merchandising, Display Planning and Characteristics of effective display trends.

Course Outcomes (Cos) :

1. Demonstrate knowledge in merchandising and its various concepts and how it is done in global level.
2. To evaluate the factors of merchandising and formulate appropriate strategies
3. To formulate merchandise budgets to minimize costs
4. Analyze the ways that merchandising is used in marketing tools and techniques to interact with their customers.
5. To estimate pricing and analyze merchandise performance
6. Innovate visual merchandising to increase the sales volume

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 – the 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 – role of category captain.

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 – types of display – display planning – characteristics of effective display – selling power of display – methods of display – window display and interior display – space management – planning layout.

Text Book:

1. Chetan Bajaj And Ranjith – Retail Management – Oxford University Press, second edition 2005

References:

1. Gillespie. Hecht and Lebowitz – Retail Business Management, McGraw Hill Book company, Third edition 2002
2. Gibson G. Vedamani – Retail Management: Functional Principles and Practices, Jaico Publishing House, Second Edition 2004
3. James R. Ogden. Denise T. Ogden – Integrated Retail Management, Wiley Pvt Ltd, 2005

Course Objectives:

- 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
- Acquire knowledge on pricing strategies and factors influencing pricing
- To provide better understanding on international distribution systems and strategy related to distribution channel
- To learn about marketing communication and promotion programmes

Course Outcomes (Cos):

1. Ability to analyze the scope of international marketing and International marketing management process
2. Demonstrate the International Market Segmentation and Positioning
3. Ability to determine product policies and pricing strategies and environment factors affecting international prices
4. Focuses on risk involved in multinational product planning and market communications.
5. Ability to understand structure of international distribution systems and Distribution channel strategy
6. Demonstrate capabilities in international marketing communication and promotion programme

Unit I

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – an overview, influence of physical, economic, socio-cultural, political and legal environments on International marketing information, 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, International Trade

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.

Text Book:

1.Nargundkar- International Marketing (Excel Books)

References:

- 1) Czinkota - International Marketing (Thompson, 8th Ed.)
- 2) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 3) Siddiqui- International Marketing (Wiley Dream tech)
- 4) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 5) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 6) Jain S. – International Marketing (Thomson)

Course Objectives:

- To have an exposure to International Distribution system and Logistics
- To have an exposure in broad conceptual focus on documentation in exports and imports
- To understand the Logistics and International marketing channel decision.
- To acquire knowledge on the procedures to be followed to Export and Import License
- To get an insight on the international trade terms and legal framework involved in it.
- To understand the concept of export, EXIM strategies, custom clearance and Export incentive schemes.

Course Outcomes (Cos):

1. Demonstrate retailing and its various concepts.
2. Evaluate the value adding perspective of logistics and distribution system.
3. Analyze the linkage of logistics with operations, manufacturing and supply chain.
4. Analyze international terms of trade and trade contracts related to logistics
5. Prepare documents on the exports and imports of goods
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 & 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, Air cargo, I.A.T.A.

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 – International Trade Terms – trade contract and trade terms, credit risk management and payment terms,, LC & 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

Text book:

Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

References:

Johnson J, Wood D- Contemporary Logistics.

Reji Ismail- Logistic Management (Excel Books)

Dornier- Global Operation & Logistic Management (John Wiley)

Course Objectives:

- To understand the framework of international business negotiations
- To acquaint the students with the model of the negotiation process with different strategies and planning
- To enhance students knowledge in international culture and negotiation
- To have an understanding of the negotiating conventions and expectations between foreign counterparts
- To become aware of the ethics in Negotiations, retail marketing mix and Promotional measures.
- To evaluate, plan and choose channels of retail distribution strategies.

Course Outcomes (Cos):

1. To make the students to define International Business Negotiations and its various concepts.
2. Examine Cultural the aspects of International Business Negotiation and its impact
3. To evaluate the licensing agreements in various business forms
4. Get an insight in ethics in negotiations
5. Analyze the framework and support institutions for negotiations
6. Practice ethics in negotiations and develop business etiquettes

Unit I

Nature of International Business Negotiations: Framework for international business negotiations - 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 behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

Text book:

1.Claude Cellich, Subhash Jain, *Global Business Negotiations: A Practical Guide* ,South-Western Educational Publishing

References:

- 1.Pervez N. Gauri and Jean Claude Usunier, *International Business Negotiations*, Elsevier ltd.
- 2.Leigh L, *Negotiation Theory and Research*. Thompson.

Course Objectives:

- Emphasize challenges and opportunities for Business Process Reengineering across the process life cycle.
- To understand the importance of business process reengineering and kaizen.
- To gain expertise in ISO standardization and its benefits
- To enable the students to understand the relevance of change management in business process reengineering.
- To familiarize the process of implementation of Business Process Engineering
- To understand the Change Management in Business Process Reengineering

Course Outcomes (Cos):

1. Analyze the Business Process Reengineering and Kaizen and its various concepts.
2. Categorize the benefits of ISO standards
3. Evaluate the Implementation of Business Process Reengineering
4. Get an insight the Pitfalls in organizational environment
5. Demonstrate Application of negotiation in BPR and Implementation of changes
6. Estimate the ways of Change Management in Business Process Reengineering and techniques to interact with their customers.

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

Text book:

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

Reference Books:

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

Course Objectives:

- To understand the advanced maintenance management that provides an insight into maintenance planning, analysis, system, cost and advanced techniques
- To aware the functions of maintenance.
- To gain insight in the concept of Reengineering Maintenance Process
- To familiarize the students with Total Productive Maintenance.
- To enable the students to understand the concept of optimum overhaul.
- To make them understand the Management Information system and Technical audit

Course Outcomes (Cos):

1. Analyze and define maintenance concepts and strategies
2. Determine the design for maintainability and preventive maintenance
3. To evaluate Design out maintenance, Total Productive Maintenance - Reduction of Maintenance Cost
4. To categorize Reengineering Maintenance Process
5. Analyze the Total Productive Maintenance and Reduction of Maintenance Cost
6. Develop knowledge on Maintenance Management Information System & Technical Audit

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, Re placement 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 & Technical Audit

Text Book:

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

References:

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

Course Objectives:

- To gain knowledge on lean manufacturing system
- To enable the student to understand the Designing of 5S and Kanban Signaling
- To have an exposure in the integrated perspective of Lean thinking apart from covering all the basic tools needed.
- To enable the student to acquire the knowledge of Value Stream Mapping
- To get an insight with the implementation of various lean manufacturing techniques. ,
- To aware of Lean line optimization

Course Outcomes (Cos):

1. To analyze the lean manufacturing system in manufacturing industries
2. Define Lean Manufacturing System and its various concepts.
3. Demonstrate lean implementation in service
4. Practice Kanban Strategies and inventory management
5. Analyze the ways of Lean Implementation and Milestones tools and techniques to interact with the workers
6. Evaluate the customer demand and Customer response policy

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, Definition, Physical Layout, Designing 5S, Kanban Signaling

Unit III

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

Text book:

1. Michael L.George, *Lean Six Sigma*, Tata McGraw Hill, 2002.

References:

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

Course Objectives:

- To understand the components of Personality Development
- To enhance the personal etiquette among students
- To equip students with the basic knowledge of building relationship with superiors and staff
- To develop students critical and innovative thinking
- To inculcate the knowledge of organizing seminars, conferences and conducting meetings
- To improve managerial skills and goal setting among students

Course Outcomes (Cos):

1. Demonstrate capabilities of lateral thinking and handling criticisms
2. Practice business etiquettes and aware cross-cultural etiquette
3. Demonstrate goal-setting and problem-solving
4. Develop proactive thinking
5. Ability to communicate effectively.
6. To gain professionalism in personal and organizational life

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.

References:

1. Hurlock, E.B. (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

Course Objectives:

- To impart students and enrich communication and non-verbal activity such that students will be good on their communication.
- To understand the use of language in day-to-day business life
- To provide the skills in improving social communication
- Make students to understand the value of face to face communication
- To train them in group discussions and interviews
- The students shall be familiar with conducting meetings, seminar and conferences.

Course Outcomes (Cos):

1. The student will able to get practice with Verbal communication and Non- Verbal communication.
2. Demonstrate the understanding of face to face Communication.
3. The students shall be familiar with conducting meetings, seminar and conferences.
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, neighbours, 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.

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.

References:

1. Hurlock, E.B. (2006). *Personality Development*, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Windshuttle, Keith and Elizabeth Elliot. 1999. *Writing, Researching and Communicating: Communication Skills for the Information Age*. 3rd Reprint. Tata McGraw-Hill. Australia.
3. Goleman, Daniel. 1998. *Working with Emotional intelligence*. Bantam Books. New York.

Course Objectives:

- Internship is aimed to feed industry - institutional- orientation among the students
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior.
- To educate the graduates to acquire skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity
- To give an insight into the working of the real organizations
- To inculcate the knowledge about business organizations in their totality
- To learn the opportunities available and plan their career

Course Outcomes Cos):

1. Demonstrate theoretical knowledge in solving real time problems.
2. Gain practical exposure of the core area of functioning in industry
3. Learn actual supervised professional experiences
4. Effectively communicate ideas and evaluate its impact on business environment.
5. Understand perspective about business organizations in their totality.
6. Discover career opportunities

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.

Course Objectives:

- To assess the overall knowledge of the student in the relevant field of Management
- Help them to gain the knowledge and skills required to excel in their career
- To test their learning and understanding of various concepts of the syllabus during the course of their programme
- To acquaint the students with fundamentals of communication and help them to transform their communication abilities
- To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
- To prepare the students to face interview both in the academic and the industrial sector

Course Outcomes (Cos) :

1. Students get equipped with skills and knowledge to excel in their future careers
2. To develop an in-depth knowledge on the management concepts, theories and principles
3. Develop an ability to analyse and interpret contents and concepts to provide meaningful information in making management decisions
4. Recognize the application of various techniques to achieve the objective of the task
5. Determine opportunities and emerging challenges in the upcoming business trends
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to various courses.

A Comprehensive Viva Voce will be conducted at the end of the Semester. The panel shall consist of an external expert and faculty members who handled the courses. The viva is aimed to evaluate the student's knowledge in all the core and elective courses in the particular semester.

Course Objectives:

- Help the Students in developing their communication skills, especially presentation before the group.
- Develop and improve discussion skills
- The students will be able to analyze any given issue and to present before an identified group.
- Identify and comprehend main ideas and supporting idea in detailed manner
- Manage timings on discussion
- Develop and present options based on selected materials

Course Outcomes:

1. The students will be able to analyze any given issue and to present before an identified group.
2. Develop multiple thinking strategies to examine real-world issues and explore creative avenues of expression
3. Analyze the impact of word choice and tone that can have on presentation
4. Identify ways to make information more accessible to audience
5. Students will demonstrate the ability to construct a paper consistent with expectations of the discipline, including an appropriate style
6. Evaluate an enthusiastic and well-practiced method of presentation

The seminar motivates students to engage in Research in the subject area. To provide students with an overview and understanding of Global issues. It shall be based on concurrent trends of their specialization.

Course objectives:

- To develop new ability to practice new problem solving skills in group and use these skills in personal life
- The students understand proper usage of English in their profession and focus on report writing
- To develop employability and enterprise skills, such as teamwork and communication.
- To develop positive attitudes in the pupils towards study and work.
- To provide students with impartial advice about options that is available to them.
- To provide equal opportunity of access to careers inspiration and guidance.

Course Outcomes (Cos):

1. The ability to speak clearly, persuasively, and forcefully
2. Exhibit important life skills including Decision making, Problem solving and creative thinking.
3. Anticipate what they gain from educational experience
4. Track their progress and set bench mark
5. Identify the methods of assessment of knowledge and skills
6. Plan appropriate strategies to enrich the need based learning techniques

Self Introduction - Presentation on their own topic – Extempore - Group Activity - Group Discussion - Do's and Don'ts of Group Discussion - Group Discussion - Body language, Grooming & Resume - Resume correction.

Course objectives:

To make the students

- Being specialized in finance present day managers to be aware of short term movement of capital and problems related to working capital management
- 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 provide clear view of committee's recommendation on working capital.

Course outcomes (Cos):

Learners should be able to

1. Estimate the requirements and manage the working capital required for the business
2. Analyze the different sources of capital and computation of cost of capital.
3. Develop cash management techniques
4. Evaluate the components of financial leverage, dividend policies and capital structure theories and its application in business.
5. Develop new techniques in managing and controlling inventory in organizations
6. Analyze the Committee recommendations on working capital financing

Unit I

An Overview - Importance of Working Capital Management - Components of Working Capital – concept of working capital – levels of working capital investment- Factors Influencing the Requirements of Working Capital, Issues and Practices of working capital management in India. Computation of Working Capital requirement (Problems) Concepts of Working Capital - Determinant of Working Capital - Issues in Working Capital Management.

Unit II

Cash Management – Facets of cash management – Motive 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 in India.

Unit III

Problems -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 Problems.

Unit IV

Inventory Management-Nature of Inventories – Objective of Inventory Management - Need to hold Inventories - Techniques for managing inventory - Inventory Control System - A.B.C. analysis - 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. Working capital financing – Trade credit – Bank Credit – Commercial Papers – Certificate of Deposits– recent trends in working capital financing

Note: Problems 60 Marks and Theory 40 Marks.

Text Book:

1. V.K Bhalla, “Working Capital Management”, 9th Edition, 2010, Anmol Publications Pvt Ltd, New Delhi.
2. Khan & Jain, “Financial Management”, Tata McGraw Hill, New Delhi 2009.
3. P.C Tulsian, “Financial Management”, 3rd Edition, 2009, S.Chand & Co Ltd, New Delhi

References:

1. Lawrence J Gitman, “Principles of Managerial Finance” Pearson Education limited, 2009
2. I.M.Pandey, “Financial Management”, 10th Edition, Vikas Publishing House Pvt Ltd., 2010
3. Prasanna Chandra, Financial Management, 4th Edition, Tata McGraw Hill, 2007

Journals:

1. Journal of Financial Services and Management
2. Asia Pacific Business Review
3. Corporate India

Course objectives:

To make the students

- Understand the securities market and factors influencing risk
- To provide the knowledge of 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

Course outcomes (Cos):

Learners should be able to

1. Analyze the role of a financial manager, and their role in taking decisions professionally.
2. To clarify the structure and functioning of capital market.
3. Demonstrate knowledge and compute value of security analysis & portfolio management and apply the concept to Evaluate the business proposal applying capital budgeting techniques
4. Compute the security analysis & portfolio management
5. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions
6. Gain insight in risk management techniques

Unit I

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

Unit II

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

Unit III

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

Unit IV

Forecasting individual stock performance: Technical analysis – Charting methods – Market indicators, Trends –Trend reversals- Moving average –Oscillators - CAPM –APT theory Valuation of securities.

Unit V

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

Note: Emphasis will be given to case discussion and article reviews

Text book:

1. K.Sasidharan/Alex K Mathews, “Security Analysis and Portfolio Management”, Tata MC Graw Hill Education Private Limited, New Delhi 2013.
2. Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt Ltd, New Delhi 2013.

References:

1. Donald E. Fischer & Ronald J. Jordan, “Security Analysis & Portfolio Management”, Prentice Hall of India Private Ltd., New Delhi 2010
2. Prasanna Chandra, “Managing Investments”, Tata McGraw Hill. 2010
3. V.A.Avadhani, “Securities Analysis and Portfolio Management”, Himalaya Publishing House, 2008.
4. Kevin’s, “Security Analysis and Portfolio Management”, Prentice hall of India, 2010.

Additional References:

1. www.moneycontrol.com
2. www.icicidirect.com
3. www.capitalmarket.com
4. Weekly E-Magazine Equity Pulse
5. Karvy the Finapolis

Course objectives:

- To make the students
- To clarify the structure and functioning of concepts of Bonds, Derivatives, Futures
- To expose the concepts of futures and options
- To impart the structure and functioning of commodities market.
- To equip young managers with the knowledge of emerging commodities derivatives trading practices in India.
- To explain the regulatory framework of these markets and domestic and international historical developments in commodities market.
- To understand the settlement and risk management in commodity trading

Course outcomes (Cos) :

- Learners should be able to
1. Understand the role of a financial manager, and their role in taking decisions professionally
 2. Apply derivatives as risk management tools for hedging market risk exposure
 3. Demonstrate knowledge and compute value of security analysis & portfolio management
 4. Estimate the eligibility of stock for futures and options trading.
 5. Compute the commodity trading: commodity derivatives – commodity exchanges in India
 6. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions

Unit I

Bonds attributes – bond returns & 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 of 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.

Note: Emphasis will be given to case discussion and article reviews

Text Book:

1. Sunil K. Parameswaran, “Future and Options”, Tata McGraw Hill, Noida. 2009
2. John Hull, “Options Future and other Derivatives”, Pearson Education, 2009

References:

1. R.Vijaya Bhaskar & B.Mahapatra, “Derivatives Simplified”, Response Books, 1st edition, 2007.
2. “Indian Institute of Banking & Finance-Commodity Derivatives”, Macmillan India Ltd, 1st edition, 2009.
3. D.C.Patwari & Anshul Bhargava, “Options and Futures”, Jaico Publishing House, 3rd edition, 2009.
4. Yadav, Jain and Peyrard, “Foreign Exchange Markets”, Macmillan, 2008.

Journals/ Additional readings and other materials:

1. <http://finance.mapsofworld.com/finance/international/finance-journal.html>
2. <http://www.moneycontrol.com/>
3. <http://www.moneycontrol.com/sensex/bse/sensex-live>
4. <http://www.icicidirect.com/>
5. <http://www.capitalmarket.com>
6. Weekly E-Magazine Equity Pulse
7. Karvy the Finapolis

Course Objectives:

- To equip the students with the various dimensions of product management such as Brand Positioning and its Preference.
- To get familiarize with the portfolio management and competitor's analysis
- 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 possess knowledge on building brand equity

Course Outcomes (Cos):

1. Analyze the product concepts and new product development
2. Developing strategies for new product development using various models
3. Construct branding strategy considering social and political aspects of brands
4. Evaluate the failure of branding using new media
5. Create models for brand positioning
6. Evaluate brand equity and brand valuation for successful implementation of branding strategy.

Unit I

Products - Concepts - New Product Development – Strategies - Launching Strategies, Product Life Cycle - 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 - Why Some Companies Fail in Using New Media.

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.

Text Books:

1. Lehmann & Winner , Product Management, Mcgraw Hill, 2004
2. Product and brand management- K.Venugopal Rao –Himalaya Publishing House, 2010

References:

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

Journals

1. Journal of Brand Management
2. Journal of Brand Strategy
3. Journal of Product & Brand Management

Websites

1. www.brandingmagazine.com
2. www.thesmartceo.in
3. www.campaignindia.in

Course Objectives:

- To have an exposure in retailing concept and consumer behavior in retail.
- To know the theories of retail management and classification of models
- To give a perspective of the Indian retailing scenario
- 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

Course Outcomes (Cos):

1. Adopt strategies to the challenges in retailing and gain competitive advantage
2. Construct models for direct marketing
3. Demonstrate knowledge of the various forms of Retail outlets and current trends in Retail
4. Analyze the retail marketing mix and draw plan for effective combination
5. Adopt information tools and techniques to interact with their customers.
6. Inculcate ethical values, enabling to set value standards and belief to have positive outcomes

Unit I

Retailing – Introduction – Importance – Challenges in retailing — Consumer behavior in retail context –demographic and socio-economic factors – strategic Retail Planning process – opportunities and Competitive advantage

Unit II

Theories of retail development-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 – Nature, selection & delivery decision - Pricing decision- concepts - leader pricing - odd pricing - Promotion decision – advertising, sales promotion & publicity - channel & channel management

Unit IV

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

Unit V

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

Note: Emphasis will be given on Case discussion and Article reviews.

Text Book:

1. George H. Lucas, Robert P. Bush, Larry G.Gresham, “Retailing”, All India Publishers.
2. David Gilbert, “Retail Marketing Management”, Prentice Hall

References:

1. Barry Berman, “Retail management A Strategic Approach”, 9th Edition, 2007
2. David Gilbert, “Retail Marketing Management” 2nd Edition, 2009
3. Judy Strauss, Adel El-Ansary, “E–Marketing”, 3rd edition, Raymond Frost, 2010
4. Mrs. Suja Nair, “Retail Management”, 4th Edition, Himalaya Publishing House, 2009

Journals:

1. International journal of retailing
2. Retailer – Franchise House
3. Retailer- Franchise house, Haryana
4. Journal of service research
5. IAMS journal of business spectrum, Bangalore

Course objectives:

- To understand the need and importance of maintaining a good relationship with customers
- To expose to the various approaches of Customer Relationship Management
- 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 role of relation manager
- To identify Customer perception with the concepts and practical implications of customer relationship management

Course outcomes (Cos) :

1. Formulate tools for effective customer relation towards organization
2. Analyze the customer database and profile and serve to their expectations
3. Build CRM models based on customer psychology behind customer relationship
4. Estimate the Customer behavior in relationship perspectives
5. Recognize Data Ware housing and use the Data mining for CRM
6. Develop the CRM software packages

Unit I

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

Unit II

Understanding Customers - 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 – an introduction to CRM software packages

Text Books:

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

References:

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

Course objectives:

- To learn about industrial relations concepts and objectives.
- To gain familiarity in the industrial relation trends of India
- To know about the industrial conflict and handling the disputes.
- To understand collective bargaining and formation of trade unions
- To focus on industrial safety and psychological problems
- Thorough understanding on labor welfare measures

Course outcomes (Cos):

1. Evaluate the significance of industrial relations
2. Analyze the grievance techniques and adopt suitable grievance method to settle disputes
3. Ability to manage industrial conflicts and disputes
4. Evaluate the role the collective bargaining and manage the settlements
5. Create awareness on occupational hazards with HR and Industrial safety
6. Effective implementation of welfare measures in order to have a peaceful industrial relation

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 – Employee discipline-causes-types-kinds of punishment-procedure for taking disciplinary action.

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:- 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 – 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.

Note: Emphasis will be given on Case discussion and Article reviews.

Text Book:

N.G Nair, Latha Nair, “Personnel Management and Industrial Relations”, Sultan Chand & Sons, New Delhi, 2007

References:

1. P.C. Tripathi, “Personnel Management and Industrial Relations”, Sultan Chand & Sons, New Delhi, 2009
2. C.B Matoria, “Dynamics of Industrial Relation”, Himalaya Publishing House New Delhi, 2007
3. Arun Monappa, “Industrial Relations”, Tata McGraw Hill, New Delhi, 2009
4. P.Subba Rao, “Essentials of human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai, 2008.

Journals:

1. Techno First
2. A practical journal for HRM
3. Indian Management
4. Global pensions
5. Asian management Review

Course objectives:

- 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 outcomes (Cos):

1. Ability to train and develop employees to improve organizational efficiency.
2. Assess various key factors in designing training programme
3. Designing the training methods for employees as per the requirement of organization
4. Analyze the efficiency of employees and develop career planning
5. Gain knowledge in management development programmes
6. Evaluate the training programmes and prepare a report

Unit I

Training concepts - Features of Training and Development – Objectives – Benefits of Training and Development – Principles of Training, Scope of Training and Development, Historical development of Training and Development, applying to organizational effectiveness

Unit II

Concepts of Learning, Components of Learning – Principles of Learning – Learning Theories – E –Learning - 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, 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. Management Development – Need & Importance – Management characteristics – skill acquisition – training for Executive level management - Emerging Trends and Future Prospects in Training and Development.

Note: Emphasis will be given on Case discussion and Article reviews.

Text book:

1. Dr. V. Janaki Raman, “Training and Development”, Biztantra 2009

References:

1. Sahu. R.K, “Training for Development”, Excel Books 2008
2. Pareek Uday and T.V. Rao, “Designing and Managing human resource system”, Oxford and IBH Publishing Co. Pvt. Ltd, 2009
3. P.L. Rao, “Training and Development”, Excel Books 2009
4. P. Nick Blanchard & James W. Thacker, “Effective Training”, Prentice Hall of India 2008
5. Noe, R.A. Employee, “Training & Development”, Irwin/McGraw Hill, 2009
6. Tapomoy Deb, “Training and Development”, ANE Books, India 2008.

Journals/ additional readings and other materials:

1. Harvard Business Review
2. Human Resource Management
3. Human Resource Development Quarterly
4. Human Resource Management Review
5. Training and Development Journal
6. Personnel today
7. Academy of Management Journal
8. Management and labour studies
9. The IUP journal of Organization Behavior
10. IIMB Management Review

Course objectives:

- To make the students to be familiar with Wages, Salary, incentives, Compensation and pay scale systems
- To understand the Concept of Equity and Components of Compensation
- To understand the compensation designing and factors deciding compensation designing
- To know the basics of compensation, various incentives and fringe benefits applicable
- To understand the fundamentals of wages, salary, incentives, compensation and pay scale systems and apply lifelong
- To have relevant knowledge of social security laws for employees of the organization

Course outcomes (Cos):

1. Design the compensation plan suitable to their organization
2. Formulate incentives and retirement plans
3. Evaluate the existing fringe benefits and design new programmes for organization
4. Analyze the Internal and External Equity in Compensation Systems
5. Classify the Laws Relating to Workmen's Compensation, Employee's State Insurance, and Provident Fund
6. Evaluate the Compensation plans provided by Public sectors & Private Sectors

Unit I

Concept and Nature of Compensation – Concept of Equity & Compensation, Nature and Form of Compensation, Compensation Plans- Types of Compensation plans, Designing Wage, salary and Compensation Policies, Factors Influencing Wage and Salary Administration. Wage – Theories of Wages, Types of Wages – Time rate, piece rate, debt method, Wage differentials, Competitive Imperatives influencing Compensation.

Unit II

Compensation Designing – Job analysis, Identifying job contents, Process of Job Analysis, Job Analysis Questionnaire, Designing Compensation, Factors affecting Compensation Designing Pay for Performance, Pay by Seniority, Group Piece rate, Production sharing plan, Employee Profit sharing Employee stock ownership, Gain Sharing. 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: Measured day Work, Piece work, standard hour, Gain sharing, its advantages and disadvantages, 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 these Laws. Equal Remuneration Act Working of Different Institutions related to Reward system like Wage Boards, Pay Commissions. The Impact of fifth pay scale on Central and State Government.

Note: Emphasis will be given on Case discussion and Article reviews.

Text Book:

1. Er. Soni Shyam Singh, “Compensation Management” Excel Books, 2009.

References

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

Journals/ additional readings and other materials:

1. Harvard Business Review
2. Human Resource Development Journal
3. Human Resource Management Review
4. Training and Development Journal

5. Personnel today
6. Academy of Management Journal
7. Academy of Management Review
8. Business Week
9. HRD times
10. Management and labour studies
11. The IUP journal of Organization Behavior

Course Objectives:

- 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 study the different ways of payment and payment services available.
- To acquire knowledge on the E-supply chain management relating to e- business.
- To know about E-business models and Virtual Merchants

Course outcomes (Cos)

1. Ability to manage an e-business
2. Analyse the various market forces influencing the I-way
3. Assess the different technology for managing business online
4. Apprehend different level of applications available to run the business
5. Analyze the different marketing strategies
6. Apply the different E-supply chain management relating to e- business

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 the WWW- Case studies on I – way.

Unit III

E-business models - 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 - Case study: mobile commerce

Note: Emphasis will be given on Case discussion and Article reviews.

Text Books:

1. Joseph. P.T, “E-commerce A Managerial Perspective”. 1st Edition, Prentice Hall of India. New Delhi, 2002
2. Ravikalakota, Andrew B. Whinston, “Frontiers of E-commerce”, 1st edition. Pearson Education Singapore, 2000

References:

1. Jason R. Rich, “The Unofficial Guide to Starting an E-commerce Business”, 1st edition. IDG Books India Private Limited, New Delhi, 2008.
2. Laudon Traver, “E-Commerce (Business, Technology)”, Pearson Education, 2007.
3. David Whitley, “E-Commerce”, TATA McGraw Hill, 2009.

Journals:

1. E-commerce time.com, Magazine on Internet – Online
2. International Journal of E-Commerce
3. International Journal on media management

Course Objectives

- To understand project management cycle in software development
- To study resources planning in software development
- To know about acquisition Process of Hardware, Software and Network
- 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 associated with implementation of software management

Course outcomes (Cos):

1. Able to identify the software models and software development process
2. Analyze the risk management in project finance
3. Design Resources Planning suitable for organization
4. Ability the undertake testing and develop quality models for software projects
5. Evaluate the acquisition process and its performance
6. Able to identify and managing risk in software

Unit I

Introduction-Software Project Management - An overview of Project planning- Stepwise planning- -Overview of COCOMO Model, PERT/CPM, Reileigh 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

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 for all these topics.

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 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

Text books:

1. Roger S. Pressman & Martin L.Shooman David Gilbert, “Software Engineering”
2. Edwin Bennetan, “Software Project Management”.

References:

1. Donald. J. Reifer, “Software Project Management”, 6th edition, Wiley 2006.
2. Kelkar, “Software Project Management”, 2nd edition, Prentice Hall India,2007
3. Roger. S. Pressman, “Software Project Management”,3rd Ed, Himalaya publishers, 2007

Journals:

1. IEEE journals of data compression
2. IEEE data engineering-bulletin (Vol 15-20), 2002

Course objectives

- This course aims to enhance the understanding of the students with respect to the conceptual framework and the technological infrastructure of Enterprise Resource Planning.
- It also aims to expose the students to the implementation issues and future trends associated with ERP.
- To know the future trends in ERP systems to have good relation with customers.
- To understand the concept of Enterprise Resource Planning, its implementation, future trends in ERP and apply the learning's 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
- To apprehend different Sales and Distribution tools used

Course outcomes (Cos):

1. Determine the right choice of ERP systems curtailing the needs of organization
2. Gain insight in storage management database administrator
3. Evaluate the factors determining the success and failures of ERP
4. Illustrate how current technologies and decision-support tools can be utilized to the advantage of business operations
5. To analyze the future trends in ERP systems to have good relation with customers.
6. To apprehend the application of different Sales and Distribution tools for business.

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 & 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

Note: Emphasis will be given on Case discussion and Article reviews.

Text Books:

1. Abraham Silberschatz, Henry F Korth, S.Sudharshan, “Database System Concepts”, 3rd edition, Tata Mc Graw Hill, New Delhi, 2007
2. Michael Hammer, “Enterprise Resource Planning” 3rd edition, Tata Mc Graw Hill, New Delhi, 2008

References:

1. Alexis Leon and Mathews Leon. “Database Management Systems”.1st Edition. ,Vikas Publication New Delhi 2009
2. Raghu Rama Krishnan, Johannes Gehrke. “Database Management Systems”, 3rd Edition. Tata McGraw Hill. New Delhi 2008

Journals:

1. IEEE Journal of Data compression
2. IEEE Data Engineering – Bulletin (Vol-15-20), 2002

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**TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE FOR
MANAGEMENT**

Course Objectives

- The course focuses on different matters of importance related to Technology and Innovation Management.
- Provides clear understanding on the Technology Transfer and Joint Ventures
- Enable students to know web marketing and its strategies in marketing research.
- To know about Web Marketing strategies
- To understand E-Mail Marketing and Instant Market Research
- To study Enterprise Resource Planning from an entrepreneurial perspective

Course Outcomes (Cos):

1. Appreciate the role of technology in the modern business economy
2. Analyze the key aspects of Technology Transfer and Joint Ventures and implement in business
3. Assess and develop the necessary critical factors in the Web Marketing
4. Identify and evaluate opportunities for new technologies
5. Compare and contrast the different forms of intellectual property protection in terms of their key differences and similarities.
6. Students will be able to 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 & 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, R& D, 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: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- The Future of ERP Applications- Procurement- e-Business Blueprint Planning.

Text book:

1. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi

Reference Books:

1. Knowledge Management for Competitive advantage - Harish Chandra Chaudharaty, Excel Books Publications, New Delhi
2. Web Advertising and marketing Thomas J Kuegler,Jr. Jrd Edition-Prentice- Hall of India, New Delhi
3. E-Business Roadmap for Success- Dr.Ravi Kalakota- Perason Education
4. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000.

Course Objectives:

- 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.
- Helps to understand the marketing plan and sales strategy
- To acquire knowledge on emerging ethical issues in business
- To develop the ethical decision making process

Course Outcomes (Cos):

1. Prepare a business plan considering the basic parameters of capital management and change
2. Critically analyse the sources of information for business plan
3. Identify the gap for applying expertise skills and tools.
4. Evaluate the emerging ethical issues in business.
5. Formulate the ethical decision making process
6. Analyze the Business Ethics in a Global Economy and emerging ethical issues in business

Unit I

Business Plan - Meaning- The why of business plan - 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 - 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.

Unit V

The ethical decision making process - understanding ethical decision making and corporate governance - Individual factors - organizational factors - Implementing and auditing ethics programs - Business ethics in a global economy

Text book:

1. Business ethics - Ethical decision making and cases. O.C. Ferrell John Paul 23.

Reference books:

1. Fraedrich, Linda Ferrell. 6th edition, published by Biztantra.
2. Business ethics - William H. Shaw 4th edition Published by Thomson Wadsworth
3. Rhonda Abrams " The Successful business Plan Secret \$ Strategies " prentice
4. Rhonda Abrams "The business plan in a day" Prentice.
5. Business plan preparation - Entrepreneurship Development Institute of India

Course Objectives:

- To understand entry of multinationals and innovation of new products
- To study cultural impacts and changes on business
- To study the international trade theories and strategies for managing global entry
- To get familiarize with the Import and Export Acts
- To gain knowledge on the strategic responses to changing environment
- To know the legal acts in India relating to Industry.

Course Outcomes (Cos):

1. Evaluate the modes of entry of multinationals and innovation of new products
2. Demonstrate the Social Responsibility of Business.
3. Critically analyse the cultural changes and its impact on business
4. Formulation of strategies to get profit from global business
5. Estimate the export and import acts for managing global entry.
6. The student will able to evaluate the legal acts in India relating to Industry and the role of cultural diversity in Business Environment.

Unit I

Business - Concepts and Significance - Entry 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 - 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 - Entry mode - 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

Text book:

1. Business Environment - Francis Cherunilam. (Himalaya Publishers)

Reference Books:

1. Business Environment - Aswathappa. (Himalaya Publishers)
2. International Business - Francis Cherunilarn. (Prentice Hall of India).
3. International Business: Competing in the Global Market Place - Hill. C. W. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Indian Economy - A. N. Agarwal. (Wishwa Prakashan).

Course Objectives:

- 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 understand the strategic rules governing import credit
- To know the Export and Import policy of India
- To provide knowledge on the various incentives given by the Government of India for exports

Course Outcomes (Cos):

1. Ability to file documentary credits and letters of credit
2. Critically analyse export finance related to Pre-shipment finance and documentation
3. Critically analyse the rules governing the post-shipment finance
4. Examine the strategic rules governing import credit
5. Evaluate the Export and Import policy of India and role of RBI in export finance
6. Evaluate the 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&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 procedure

Unit IV

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

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

Text Book:

1. Reserve Bank of India, *Documentary Credits*, Mumbai: Foreign Exchange Dealers' Association of India, 2000.

Reference Books:

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

Course Objectives:

- To make the student to aware of accumulation of NPA, rule regarding rehabilitation of sick units and recovery of dues
- 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

Course Outcomes (Cos):

1. Analyze the impact of sickness on industries and ways & means of preventing sickness
2. Classify the non-performing assets accumulated in their organization
3. Evaluate the concessions under Income Tax Act for mergers and unwillingness to pay and inability to pay
4. Student will discover the process of recovery of advances
5. Understand the importance of Credit Guarantee Corporation
6. Develop 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, the small loans Guarantee scheme, the small loans (SSI) Guarantee Scheme, Accounting practices. Crop insurance

Text book:

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

References:

1. Master Circular on NPA – Norms for Classification of Advances, www.rbi.org.in
2. Master Circular on Prudential Norms on Capital Adequacy, www.rbi.org.in
3. Master Circular on A Guide to Deposit Insurance, www.dicgc.org.in
4. Ciaran Walsh, *Key Management Ratios: How to Analyze, Compare and Control the Figures that Drive Company Value*, New Delhi: Macmillan India Ltd., 2006.

Course Objectives:

- 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 the regulations of RBI to mitigate the risks
- To understand foreign exchange risk and the role to follow capital adequacy norms

Course Outcomes (Cos):

1. Classify the various risks faced by the banks
2. Student can able to analyze the regulations of RBI to banks on various risks.
3. Formulate the procedures for reducing market risks- interest rate risks for asset and liability management
4. Ability to develop the methods for measurement of credit risk,
5. Analyze off-balance sheet risks and commercial letters of credit and provide solutions
6. Estimate the solvency nature of a company and foreign exchange risk.

Unit I

Introduction to Risks - Risk, An introduction to various risks faced by banks, the 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

Text book:

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

References:

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

Course Objectives:

- To have an exposure in international retailing segmentation
- To understand the trends in retail marketing and changing nature of boundaries.
- Students have basic understanding of Multi country Competition and Global Competition
- Acquire knowledge for entering and competing in foreign markets.
- To have clear insight of the Stages in development of International Operations
- Students learn about public relation and sales promotional strategies

Course Outcomes (Cos):

1. Analyze the international retailing and markets.
2. Discover the strategies and options for entering and competing in foreign markets.
3. Construct marketing tools and techniques to meet Multi country Competition and Global Competition
4. Access the retail operation through formulation of retail structure.
5. Gain knowledge on international retailing and markets.
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 – International - Where retailers internationalize - 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.

Text book:

1. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House

Reference Books:

1. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.
2. Arthur A Thompson, AJ Strickland, John E Gamble & Arun K Jain Crafting – Retail Mgt. –2010-11
3. Margaret Bruce, Chistopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach
4. Allan M Findlay, Ronan Paddison and John A Dawson Retailing Environments in Developing Countries- Rutledge

Course Objectives:

- To understand the role of retailing and strategic business management 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 know the procedures applicable for a Retail Store
- To emphasize on Mall management and its various forms.

Course Objectives (Cos):

1. Analyze the role of retailing and strategic business management in service sector
2. Know the retailing in banking and other financial services
3. Design the operations and financial aspects in retail planning
4. Comprehend the human resources management in retailing
5. Ability to resolve the legal and compliances for a retail Store
6. Discover strategies for mall management and its various forms.

Unit I

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

Unit II

Operations & Finance in Retailing: Retail location strategy - Product and Merchandise management – Total Quality Management - Security measures - Footfalls / computerized methods & 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 & compliances for a Retail Store: License - Contracts & Recovery - Legal Process -PF/ESI & Exemptions - Food & Restaurants – PPF - IR – Law - Shops & establishments - IPR Patents, Copyright & 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

Text Book:

1. Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies

Reference Books:

1. Retailing Management -Levy & Weitz- The McGraw Hill Companies
2. Marketing Channel- Bert Rosenbloom- South Western -Thomson
3. Marketing Creating and Keeping Customers in an e-commerce world- Wiiliam G.Zikumund and Michael d Amico- South Western –Thomson
4. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- The Prentice Hall of India, New Delhi
5. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies

Course Objectives:

- To understand the basic concepts of personal and impersonal communication in retail
- Knowledge on communication programmes to develop brand images and building customer loyalty
- Students learn about planning, implementing and evaluating communication programs for retailing
- To know the ways of planning and allocating of communication budget
- Acquire knowledge on integrated marketing communications
- To learn the suitable technology for Integrated Marketing Communications

Course Outcomes (Cos):

1. Demonstrate capabilities concepts of personal and impersonal communication in retail
2. Organize 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

Text book:

1. Retailing Management - Michael Levy, Barton A Weitz, Ajay Pandit

References:

1. Retailing Management Text & Cases – Swapna Pradhan
2. Retail Marketing Management – David Gilbert
3. Retail Franchising - Manish Sidhpuria

15MBAPI401A MULTILATERAL TRADE AGREEMENTS AND REGULATIONS 4004

Course Objectives:

- Attempt to appreciate the conceptual and practical aspects of trade agreements.
- Acquaint the students with environmental, procedural, institutional and decisional aspects of trade.
- To develop capabilities to understand the International Business Laws
- To understand the 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
- Students get familiarize on the formation of regional blocks and its impact on trade.

Course outcomes (Cos):

1. Students can able to link theoretical concepts of trade in business situations
2. Analyze the prevailing international business laws to outsource their business
3. Evaluate the value of trade of their economies and other economies
4. Understand various International Commercial Dispute Settlement
5. Compare and estimate the various trade agreements among nations
6. Ability to manage resources, identify and carry out specific goal oriented tasks

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

Law of WTO: 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

Text book:

1. Vinod V Sople, “Managing Intellectual Property” PHI Learning Private Limited

Reference:

1. Palle Krishna Rao, “WTO text and cases” Excel Books

Course Objectives:

- To make students understand international trade and formation of economic integration
- To enhance knowledge on gains from trade and terms of trade
- To acquire knowledge on the determination of exchange rate, tariffs and quotas
- Students learn about the balance of payments and its consequences.
- To understand the concept and limitations of Foreign Trade Multiplier
- Familiarize the students with the knowledge of export promotion measures and growth of foreign trade

Course Outcomes (Cos):

1. Analyze the significance of Inter-regional and international trade for an economy
2. Gain insight on the regional integration of economies and multilateral arrangements
3. Analyze the impact of exchange rate fluctuation on home currencies
4. Students evaluate the policies pursued by various economic bodies in international trade
5. Analyze the balance of payments and its impact on business
6. Evaluate the benefits and schemes of government and other bodies for promotion of exports

Unit I

Introduction: International Economics- meaning, Scope & 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 & Types, Determinant's of Terms of trade, Causes of unfavorable terms of trade to less developed countries.

Unit III

Trade policy & Exchange Rate, Free trade policy - case for and against, Protections – case for and against, Types of Tariffs and Quotas, Determination of Exchange rate, Fixed & Flexible Exchange Rate- Merits & 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 & 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 & 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.

Text book:

1. Cherunilam, Francis, *International Economics*, TATA McGraw-Hill Publishing Company Ltd, New Delhi.

References:

1. Krugman, P.R. and M. Obstfeld, *International Economics : Theory and Policy*, Pearson.
2. D. Salvatore, *International Economics*, Wiley India.
3. Soderste, *International Economics*, Macmillan Press Ltd.

Course Objectives:

- To have an exposure to International Distribution system and Logistics
- To understand the code of conduct in Logistics and International marketing channel decisions.
- To acquire knowledge on the procedures and role of intermediaries in ocean transportation
- Detailed overview of the important sea routes and shipping ports and cost involved in consignments
- To provide knowledge with the consignment of goods through air transport
- To get an insight on the inventory control and warehousing facilities

Course Outcomes (Cos):

1. Evaluate the significance of the value adding perspective of logistics and distribution system.
2. Analyze the freight structure and practices of shipping
3. Make Strategic and Operational logistics decisions in the context of different modes of shipping
4. Practice of planning for inventory control and warehousing facilities
5. Gain knowledge to analyze the significance of Logistics in Global scenario.
6. Analyze the liners and freight structures to plan for business outsourcing

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&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.

Text book:

1.D.M ,Lambert, S.R,James, *Strategic Logistic Management*, Tata McGraw Hill, New Delhi,.

References :

1. Branch, Alan, *Global supply chain management and International logistics*, Routledge.
2. G, Raghuram, *Shipping Management: Cases and Concepts*, Macmillan Publishers India ltd.
3. Sherlock, Jim, *Physical Distribution*, Wiley Blackwell.

Course Objectives:

- 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 provide knowledge on the Materials Management Information system

Course Outcomes (Cos)

1. Demonstrate the concept vendor development and maintenance for purchasing of capital goods.
2. Able to manage and plan material flows and related information flows as part of the company's logistics process.
3. Examine the vendor's development and maintenance for purchasing of capital goods.
4. Creating practical engineering solutions for materials planning and codification
5. Classify the functions of Materials Management Information System
6. Develop a model for warehousing management and import-export logistics management.

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 & 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 & accounting, Materials Management Information System (MMIS). New developments in MMIS

Text book:

1.S.Chatterjee, “*Applied Materials Management*”, New Delhi: SAGE Publications, 2004.

References:

1. Tony Arnold J R and Stephen N Chapman, “*Introduction To Materials Management*”, New Delhi: Prentice Hall of India, 2009.
2. Gopalakrishnan P and Sundaresan M “*Material Management: An Integrated Approach*”, New Delhi: Prentice Hall of India Pvt Ltd, 2004.
3. A.K. Datta, “*Materials Management Procedures, Text and Cases*”, New Delhi: Prentice Hall of India Pvt. Ltd, 2009.
4. P. Gopalakrishnan, “*Purchasing and Materials Management*”, New Delhi: Tata McGraw Hill Publishing Company Limited, 2001.

Course Objectives

- To understand the concept of supply chain and logistics.
- To get familiarize with the key drivers of supply chain performance.
- To acquire knowledge of supply chain inventory
- To have clear understanding of supply chain network optimization models
- To provide basic concepts of freight management and ocean carrier management
- To enable the students to understand the international logistics and analytical tools necessary to solve supply chain problems.

Course Outcomes (Cos):

1. The students able to demonstrate the connection between company's internal materials management and the network in supply chain.
2. The students able to evaluate the material flow and related information flow as part of the company's logistics process.
3. Illustrate the engineering solutions to solve existing conflicts between good customer satisfaction and working capital.
4. The students will 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

Text book:

1. Sunil Chopra and Peter Meindl, *Supply Chain Management*, New Delhi: Pearson Education, NewDelhi, 2010.

References:

1. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar, *Designing and Managing the Supply Chain*, New Delhi: Tata McGraw Hill Ltd, 2007.
2. Jeremy F Shapiro, *Modeling the Supply Chain*, New Delhi: Cengage India, 2006.
3. David N. Burt, Donald W. Dobler and Stephen L. Starling , *World Class Supply Management: The Key to Supply Chain Management*, New Delhi: McGraw-Hill, 2010
4. Sople Vinod V, *Logistics Management – The Supply Chain Imperative*, New Delhi: Pearson Education, 2007.

Course Objectives:

- To make the students 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 provide an insight on the process approach to TQM
- To get exposure on tools and techniques of various quality tools.
- To know the ways of winning quality awards
- To familiarize the students about the Quality Management System.

Course Outcomes (Cos):

1. Demonstrate the knowledge of quality management to improve organizational effectiveness.
2. Student will able to practice various aspects on total quality management
3. Acquire required diagnostic skills on use of various quality tools.
4. Student will get exposure on tools and techniques of quality management
5. Student will familiarize about the Quality Management System.
6. Apply the Quality tools and techniques in improving the performance.

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, PDCA 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

Text book:

1. Subburaj Ramasamy, “Total Quality Management”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2008.

References:

1. Dale H. Besterfield et al, “Total Quality Management”, New Delhi: Pearson Education, 2011.
2. J.R. Evans and W.M. Lindsay, “Quality control and Management”, New Delhi: Cengage Learning 2010.
3. Barrie G Date, Ton Van Der Wiet and Jos Van Iwaarden, “Management Quality”, New Delhi: Wiley Publications, 2012.
4. Greg Brue, “Six Sigma for Managers”, New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2002.

Course Objectives:

- To assess the overall knowledge of the student in the relevant field of Management
- Realize the knowledge and skills required to excel in their career
- To test their learning and understanding of various concepts of the syllabus during the course of their programme
- To acquaint the students with fundamentals of communication and help them to transform their communication abilities
- To obtain frameworks and tools to effectively analyze and approach various Organizational situations.
- To prepare the students to face interview both in the academic and the industrial sector

Course Outcomes (Cos):

1. Students get equipped with skills and knowledge to excel in their future careers
2. To develop an in-depth knowledge on the management concepts, theories and principles
3. Develop an ability to analyse and interpret contents and concepts to provide meaningful information in making management decisions
4. Recognize the application of various techniques to achieve the objective of the task
5. Determine opportunities and emerging challenges in the upcoming business trends
6. Demonstrate capabilities of problem-solving, critical thinking, and communication skills related to various courses.

A Comprehensive Viva Voce will be conducted at the end of the Semester. The panel shall consist of an external expert and faculty members who handled the courses. The viva is aimed to evaluate the student's knowledge in all the core and elective courses in the particular semester.

Course Objectives:

- To understand the problems in the functional areas of business enterprises
- To instill a spirit of work behavior among the student participants.
- Internship is aimed to feed industry - institutional- orientation among the students
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior.
- Learn actual supervised professional experiences.
- To understand the working environment and functions of departments

Course Outcomes (Cos):

The students will be able

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 has 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 & Title Page
- Certificate, Company Certificate & Declaration
- Acknowledgement
- List of Contents, List of Tables & List of Charts
- Introduction of the Study
- Review of Literature
- Research Methodology
- Data Analysis & Interpretation
- Findings, Suggestions & Conclusion

- Bibliography
- Appendix

Course Objectives:

- To understand the human resource management
- To increase knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
- To gain information on HR questions
- To know about Do's and Don'ts in HR Interview
- To understand the concept of role play
- To get an in-depth knowledge of global HR practices

Course Outcomes (Cos):

1. The ability to speak clearly, persuasively, and forcefully
2. Exhibit important life skills including Decision making, Problem solving and creative thinking.
3. Anticipate what they gain from educational experience
4. Track their progress and set bench mark
5. Identify the methods of assessment of knowledge and skills
6. Plan appropriate strategies to enrich the need based learning techniques

Introduction to HR - HR questions and Do's and Don'ts in HR - HR Interview - Mock HR – Role Play.