

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

**Regulation, Curriculum &  
Syllabus(2016)**

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**CHOICE BASED CREDIT SYSTEM (CBCS)**



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

**FACULTY OF ARTS, SCIENCE AND HUMANITIES**  
**POST-GRADUATE PROGRAMME**  
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**REGULATIONS**  
**(2016)**

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**Coimbatore - 641 021, INDIA**

**FACULTY OF ARTS, SCIENCE AND HUMANITIES**

**MBA DEGREE PROGRAMME**

**REGULAR PROGRAMME**

**REGULATIONS 2016**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

The following Regulations are effective from the academic year 2016-2017 and are applicable to the students admitted in MBA programme in the Faculty of Arts, Science, and Humanities, Karpagam University from the academic year 2016 – 2017 onwards.

**1. ELIGIBILITY FOR ADMISSION TO THE PROGRAM**

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

**2. DURATION OF THE PROGRAM**

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

**3. MEDIUM OF INSTRUCTION**

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

**4. CREDITS**

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

**5. STRUCTURE OF THE PROGRAM**

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

**a. Core**

Core consists of thirteen theory courses and two practical courses.

**b. Elective**

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

**c. Summer Internship**

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

**d. Project Work (Major)**

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

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

**e. Industrial Visits / Field Visits/Out Bound Training**

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

## 6. MAXIMUM MARKS

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

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

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

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

- a. Ideally every student is expected to attend all classes and secure 100% attendance. However, in order to allow for certain unavoidable circumstances, the student is expected to attend at least 75% of the classes and the conduct of the candidate has been satisfactory during the course.
- b. A candidate who has secured attendance between 65% and 74% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) or due to participation in University / District / State / National / International level sports or due to participation in Seminar / Conference / Workshop / Training Programme / Voluntary Service / Extension activities or similar programmes with prior permission from the Registrar shall be given exemption from prescribed attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of the Department concerned and Dean to condone the lack of attendance. The Head of the Department has to verify and certify the genuineness of the case before recommending to the Dean. However, the candidate has to pay the prescribed condonation fee to the University.
- c. However, a candidate who has secured attendance less than 64% in the current semester due to any reason shall not be permitted to appear for the current semester examinations. But he/she will be permitted to appear for his/her supplementary examinations, if any and he/she has to re-do the same semester with the approval of the “Students’ Affairs Committee” and Registrar.

## 8. FACULTY TUTOR

To help students in planning their course of study and for general advice on the academic program, the HoD shall allot a certain number of students to a faculty to whom they shall function as faculty tutor throughout their period of study. Faculty tutors shall advise the students and monitor their conduct of behavior and academics. Problems if any, they should be counseled periodically. The Faculty tutor is also responsible to inform the parents of their

wards progress. Faculty tutor shall display the cumulative attendance particulars of his / her ward students' periodically (once in 2 weeks) on the Notice Board to enable the students to know their attendance status and satisfy the **clause 7** of this regulation.

## 9. CLASS COMMITTEE

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

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

## 10. CONTINUOUS INTERNAL ASSESSMENT (CIA)

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

**Theory Courses:**

S. No.	Category	Maximum Marks
1.	Attendance	5
2.	Test – I (First 2 ½ units)	10

3.	Test – II (Last 2 ½ units)	10
4.	One Journal Paper Presentation*	15
<b>Continuous Internal Assessment : Total</b>		<b>40</b>

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

**Pattern of CIA Question Paper:**

<b>Instruction</b>	<b>Remarks</b>
Maximum Marks	50 Marks for all Courses.
Duration	2 hrs
Part - A	15 One mark Questions ( <b>15 x 1 = 15 Marks</b> ) Question No. 1 to 15 Multiple Choice Questions
Part- B	3 Eight mark Questions ( <b>3 x 8 = 24 Marks</b> ) Question No. 16 to 18 will be 'either-or' type, Question No. 16: either 16 (a) or 16 (b), Question No. 17: either 17 (a) or 17 (b), Question No. 18: either 18 (a) or 18 (b)
Part- C Compulsory	One Eleven mark Question ( <b>1 x 11 = 11 Marks</b> ) Question No.19: <b>Case Study</b>

**Practical Courses:**

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

**Mark Distribution for Attendance**

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

## 11. END SEMESTER EXAMINATIONS (ESE)

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

### Pattern of ESE Question Paper:

Instruction	Remarks (with online)
Maximum Marks	60Marks
Duration	½ Hr for Online & 2 ½ Hours ESE
Part - A	20 One mark Questions ( <b>20x 1 = 20 Marks</b> ) Question No. 1 to 20 Online Multiple Choice Questions
Part- B	5 Two mark Questions ( <b>5 x 2 =10 Marks</b> ) Question No. 21 to 25 will be compulsory questions, covering all five units of the syllabus; i.e., Question No. 21: Unit - I, Question No. 22: Unit - II, Question No. 23: Unit - III, Question No. 24: Unit - IV, Question No. 25: Unit – V.
Part- C	4Five mark Questions ( <b>4 x 5 =20 Marks</b> ) Question No. 26 to 29 will be ‘either-or’ type, one Question each from any four units of the syllabus; i.e., Question No. 26: either 26 (a) or 26 (b), Question No. 27: either 27 (a) or 27 (b), Question No. 28: either 28 (a) or 28 (b), Question No. 29: either 29 (a) or 29 (b)
Part- D Compulsory	One Ten mark Question ( <b>1 x 10 = 10 Marks</b> ) Question No.30: <b>Case Study</b> from the remaining one unit

### a. Practical

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

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

### Record Notebooks for Practical Examination



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

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

### c. Summer Internship/Project

The marks awarded for project shall be as follows

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

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

The evaluation of the Summer Internship/Project will be based on the Summer Internship/project report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the University. In case anyone examiner is not available, the HoD/a Faculty nominated by the HoD shall act as an Examiner.

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

## 12. PASSING REQUIREMENTS

a) Passing minimum:

- CIA: 20 marks out of 40 marks.
- ESE: 30 marks out of 60 marks.

b) If a candidate fails to secure a pass in a particular course (either CIA or ESE or Both) as per clause 12.a, it is mandatory that the candidate has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same till a pass is secured both in CIA and ESE (vide Clause 2).

c) Candidate failed in CIA will be permitted to improve CIA marks in the subsequent semesters by writing tests and by submitting Assignments.

d) CIA marks(if it is pass) obtained by the candidate in the first appearance shall be retained by the Office of the Controller of Examinations and considered valid for all subsequent attempts till the candidate secures a pass in ESE.

e) A candidate who is absent in ESE in a Course / Practical / Project Work after having enrolled for the same shall be considered to have **failed** in that examination.

### 13. AWARD OF LETTER GRADES

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

Letter grade	Marks Range	Grade Point	Description
O	91 - 100	10	OUTSTANDING
A+	81- 90	9	EXCELLENT
A	71-80	8	VERY GOOD
B+	66- 70	7	GOOD
B	61 – 65	6	ABOVE AVERAGE
C	55 - 60	5	AVERAGE
D	50 - 54	4	PASS
RA	<50	-	REAPPEARANCE
AB/AAA		-	ABSENT

### 14. GRADE SHEET

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

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

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

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

$$\frac{\sum_i C_i G P_i}{\sum C_i}$$

i.e. **GPA** of a Semester=

Sum of the product of the  
GPs by the corresponding  
credits of the courses offered  
for the entire program

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

i.e. **CGPA** of the entire program = 
$$\frac{\sum_{n=1}^n \sum_{i=1}^i C_{ni} GP_{ni}}{\sum_{n=1}^n \sum_{i=1}^i C_{ni}}$$

where,

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

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

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

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

## 15. REVALUATION

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

## 16. TRANSPARENCY AND GRIEVANCE COMMITTEE

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

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

## 17. ELIGIBILITY FOR THE AWARD OF THE DEGREE

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

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

## 18. CLASSIFICATION OF THE DEGREE AWARDED

- a) Candidate who qualifies for the award of the Degree (vide clause 18) having passed the examination in all the courses in his / her first appearance, within the specified minimum number of semesters and securing a **CGPA not less than 8.0** shall be declared to have passed the examination in **First Class with Distinction**.
- b) Candidate who qualifies for the award of the Degree (vide clause 12) having passed the examination in all the courses within the specified maximum number of semesters (vide clause 2); securing a **CGPA not less than 6.5** shall be declared to have passed the examination in **First Class**.
- c) All other candidates (not covered in clauses 18.a and 18.b) who qualify for the award of the degree (vide Clause 17) shall be declared to have passed the examination in **Second Class**.

## 19. PROVISION FOR WITHDRAWAL FROM END-SEMESTER EXAMINATION

- a) A candidate, may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination.
- b) Such withdrawal shall be permitted only once during the entire period of study of the degree program.
- c) Withdrawal of application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the HoD/ Dean concerned and approved by the Registrar.
- d) Notwithstanding the requirement of mandatory TEN days notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merits of the case.

- e) Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. This provision is not applicable to those who seek withdrawal during IV semester.
- f) Withdrawal from the End semester examination is **NOT** applicable to arrears subjects of previous semesters.
- g) The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

## **20. PROVISION FOR AUTHORIZED BREAK OF STUDY**

- a) Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree program. However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for the break of study. If a candidate intends to temporarily discontinue the program in the middle of the semester for valid reasons, and to rejoin the program in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Registrar, but not later than the last date for registering for the end semester examination of the semester in question, through the HoD stating the reasons therefore and the probable date of rejoining the program.
- b) The candidate thus permitted to rejoin the Program after the break shall be governed by the Curriculum and Regulations in force at the time of rejoining. Such candidates may have to do additional courses as per the Regulations in force at that period of time.
- c) The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (Vide Clause 18). However, additional break of study granted will be counted for the purpose of classification.
- d) The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 2 irrespective of the period of break of study (vide clause 20.c) in order that he/she may be eligible for the award of the degree.
- e) If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' or 'Withdrawal' (Clause 19 and 20) is not applicable for this case.

## **21. RANKING**

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

## **22. SUPPLEMENTARY EXAMINATION**

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

## **23. DISCIPLINE**

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

## **24. REVISION OF REGULATIONS AND CURRICULUM**

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

## **PREAMBLE**

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

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

**OBJECTIVE OF THE PROGRAMME:**

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

Today the demand for business managers and leaders who can lead the business to the forefront in the competitive environment is high. Our Department fosters the knowledge and skills of the students in preparing them to face the challenges of the competitive environment and succeed, which gives them the critical edge among competition. Our challenge is to inspire and motivate the students to enable them in achieving their goals both personal and professional.





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**DEPARTMENT OF MANAGEMENT FACULTY OF ARTS, SCIENCE AND  
HUMANITIES  
PG PROGRAM (CBCS) – M.B.A. CURRICULUM  
(2016–2018 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										
16MBAP101	Management Principles and Organizational Behavior	I	a/b/g	4	0	0	4	40	60	100
16MBAP102	Managerial Economics	V	c/e/h	4	0	0	4	40	60	100
16MBAP103	Legal Environment for Business	I	a/b/g	4	0	0	4	40	60	100
16MBAP104	Accounting for Managers	I	a/b/g	4	1	0	4	40	60	100
16MBAP105	Quantitative Methods for Management	I	a/b/g	4	1	0	4	40	60	100
16MBAP106	#Management Practice I	V	c/f/h	2	0	0	1	50	-	50
16MBAP107	#Communication Practice I	V	c/f/h	2	0	0	1	50	-	50
16MBAP111	Computer Lab I: MS Office & Tally	I	a/b/g	0	0	4	2	40	60	100
-	**Article Re- presentation	-	-	2	0	0	-	-	-	-
-	Library	-	-	3	0	0	-	-	-	-
Semester Total				29	2	4	24	340	360	700
SEMESTER – II										
16MBAP201	Operations Management	I	a/b/g	4	0	0	4	40	60	100
16MBAP202	Marketing Management	II	d/f/i	4	0	0	4	40	60	100
16MBAP203	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
16MBAP204	Financial Management	I	a/b/g	4	1	0	4	40	60	100
16MBAP205	Banking and Insurance Management	I	a/b/g	4	1	0	4	40	60	100
16MBAP206	Research Methods for Management	III	c/e/h	4	0	0	4	40	60	100
16MBAP207	#Management Practice II	V	c/e/h	2	0	0	1	50	-	50
16MBAP208	#Communication Practice II	V	c/e/h	2	0	0	1	50	-	50
16MBAP211	Computer Lab – II: SPSS	I	a/b/g	0	0	4	2	40	60	100
-	**Article Re- presentation	-	-	2	0	0	-	-	-	-
Semester Total				30	1	4	28	380	420	800
SEMESTER – III										
16MBAP301	Strategic Business Management	I	a/b/g	4	0	0	4	40	60	100
16MBAP302	Business Ethics, Corporate Governance & Social Responsibility	I	a/b/g	4	0	0	4	40	60	100
	+Specialization I Elective 1			4	0	0	4	40	60	100
	+Specialization I Elective 2			4	0	0	4	40	60	100
	+Specialization II Elective 1			4	0	0	4	40	60	100
	+Specialization II Elective 2			4	0	0	4	40	60	100
16MBAP321	Summer Internship and Viva Voce	V	c/e/h	4	0	0	4	40	60	100
16MBAP304	#Management Practice III	V	c/e/h	2	1	0	1	50	-	50
16MBAP305	#Communication Practice III	V	c/e/h	2	0	0	1	50	-	50

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
-	**Article Re- presentation	-	-	2	0	0	-	-	-	-
Semester Total				34	1	0	30	380	420	800
SEMESTER – IV										
	+Specialization I Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization I Elective 4	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 3	-	-	4	0	0	4	40	60	100
	+Specialization II Elective 4	-	-	4	0	0	4	40	60	100
16MBAP491	Major Project and Viva Voce	II/IV	d/f/i	17	0	0	6	80	120	200
-	**Article Re- presentation	-	-	2	0	0	-	-	-	-
Semester Total				35	0	0	22	240	360	600
Programme Total				-	-	-	104	1340	1560	2900

### ELECTIVE LIST - SEMESTER III

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	<b>Finance</b>	16MBAPF303A	International Financial Management	I	a/b/g
		16MBAPF303B	Strategic Cost Management	I	a/b/g
		16MBAPF303C	Financial Service Management	I	a/b/g
	<b>Marketing Management</b>	16MBAPM303A	Services Marketing	II	d/f/i
		16MBAPM303B	Sales and Promotional Management	II	d/f/i
		16MBAPM303C	Marketing Research and Consumer behavior	II	d/f/i
	<b>Human Resources Management</b>	16MBAPH303A	Human Resource Development	V	c/e/h
		16MBAPH303B	Managing Interpersonal Effectiveness	V	c/e/h
		16MBAPH303C	Organizational Development	V	c/e/h
	<b>Systems</b>	16MBAPS303A	System Analysis & Design	V	c/e/h
		16MBAPS303B	Emerging Trends in Technology	V	c/e/h
		16MBAPS303C	Software Development	V	c/e/h
		16MBAPE303A	Entrepreneurial Finance	IV	d/f/i

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
III	Entrepreneurship	16MBAPE303B	Entrepreneurship Development	IV	d/f/i
		16MBAPE303C	Project management	IV	d/f/i
	Banking Management	16MBAPB303A	Fundamentals of Commercial Bank Management	I	a/b/g
		16MBAPB303B	Resource Mobilization – Deposits	I	a/b/g
		16MBAPB303C	Resource Deployment – Small Loans	I	a/b/g
	Retail Management	16MBAPR303A	Retail Environment	II	d/f/i
		16MBAPR303B	Retail Operations, Systems and Inventory	II	d/f/i
		16MBAPR303C	Merchandising Management	II	d/f/i
	International Business	16MBAPI303A	International Marketing Management	IV	d/f/i
		16MBAPI303B	International Logistics and Documentation	IV	d/f/i
		16MBAPI303C	International Business Negotiations	IV	d/f/i
	Production Management	16MBAPP303A	Business Process Reengineering	I	a/b/g
		16MBAPP303B	Advanced Maintenance Management	I	a/b/g
		16MBAPP303C	Lean Management	I	a/b/g
	Insurance Management	16MBAPN303A	General Insurance	I	a/b/g
		16MBAPN303B	Principles and Practice of Insurance	I	a/b/g
		16MBAPN303C	Actuarial Aspects of Product Development	I	a/b/g

## ELECTIVE LIST - SEMESTER IV

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
	Finance	16MBAPF401A	Working Capital Management	I	a/b/g
		16MBAPF401B	Security Analysis & Portfolio Management	I	a/b/g
		16MBAPF401C	Bonds, Derivatives & Commodity Market Management	I	a/b/g
	Marketing Management	16MBAPM401A	Brands and Business	II	d/f/i
		16MBAPM401B	Retail Marketing	II	d/f/i
		16MBAPM401C	Customer Relationship Management	II	d/f/i
	Human Resources Management	16MBAPH401A	Industrial Relations	V	c/e/h
		16MBAPH401B	Training and Development	V	c/e/h
		16MBAPH401C	Compensation Management	V	c/e/h
	Systems	16MBAPS401A	E-Commerce Technology & Management	V	c/e/h
		16MBAPS401B	Software Project Management	V	c/e/h
		16MBAPS401C	Enterprise Resource Planning	V	c/e/h
	Entrepreneurship	16MBAPE401A	Technology Innovation & Sustainable Enterprise for Management	IV	d/f/i
		16MBAPE401B	Business Plan & Ethics	IV	d/f/i
		16MBAPE401C	Managing Diversity	IV	d/f/i
	Banking	16MBAPB401A	Export and Import Financing	I	a/b/g
		16MBAPB401B	Management of Non-Performing Assets	I	a/b/g

Semester	List of Specializations	Course Code	Name of the Elective Course	PEO	PO
IV	Management	16MBAPB401C	Risk Management in Banks	I	a/b/g
	Retail Management	16MBAPR401A	International Retailing	II	d/f/i
		16MBAPR401B	Retail Planning	II	d/f/i
		16MBAPR401C	Retail Communication	II	d/f/i
	International Business	16MBAPI401A	Multilateral Trade Agreements and Regulations	IV	d/f/i
		16MBAPI401B	International Economics	IV	d/f/i
		16MBAPI401C	International Logistics Management	IV	d/f/i
	Production Management	16MBAPP401A	Purchasing and Materials Management	I	a/b/g
		16MBAPP401B	Supply Chain and Logistics Management	I	a/b/g
		16MBAPP401C	Total Quality Management	I	a/b/g
	Insurance Management	16MBAPN401A	Insurance Law and Regulation	I	a/b/g
		16MBAPN401B	Reinsurance	I	a/b/g
		16MBAPN401C	Risk Management	I	a/b/g

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

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

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

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

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

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

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

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

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

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

**Programme Outcomes (POs)**

Graduates of the MBA programme will be able to:

- a. 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.			√		√	√		√	

Program Educational Objectives	Program Outcomes								
	a	b	c	d	e	f	g	h	i
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.			√			√		√	



**16MBAP101 MANAGEMENT PRINCIPLES & ORGANIZATIONAL BEHAVIOUR 4 0 0 4****Course Objectives:**

- 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):**

1. It helps the students to classify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
2. Determine the most effective action to solve 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 the application of OB using appropriate concepts, logic and rhetorical conventions.
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- Recruitment and selection process, Placement and Orientation- Directing – Motivation Theories.Control – Need, process, steps in control.

### Unit III

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

### Unit IV

Perception – factors influencing perception– 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.

### Suggested Readings:

#### Text Books:

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

#### References:

1. Rao, V.S.P., & Hari Krishna, V. (2009). *Management: Text and Case*.New Delhi: Excel Books.
2. Prasad, L.M. (2013). *Principles and Practice of Management*. New Delhi: Sultan Chand & Sons.
3. Robbins, S.P.(2006). *Fundamentals of Management*. New Delhi: Pearson Publications.
4. Gilbert.(2008). *Management Today Principles and Practice*. New Delhi: Tata McGraw Hill.
5. Fred Luthans.(2008). *Organizational Behaviour*(7<sup>th</sup> Edition).New Delhi: Tata McGraw Hill.

6. Steven. L.Mc Shane & Mary Ann von Glinow.(2001). *Organizational Behaviour*(2<sup>nd</sup> edition). New Delhi: Tata McGraw Hill.
7. Robbins, S. P., &Judge,T.A. (2007). *Organizational Behaviour*.New Delhi: Prentice Hall of India.
8. Prasad,L.M. (2014). *Organizational Behaviour*(3<sup>rd</sup> Edition). New Delhi: Sultan Chand and Sons.

**Course Objectives:**

- 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):**

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

## Unit III

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

## Unit IV

Factor markets and Factors Prices - Pricing decisions – input pricing - wages, interest, rent and profit - Cost Benefit Analysis.

## Unit V

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

### Suggested Readings:

#### Text Book:

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

#### References:

1. Joel Dean. (2006). *Managerial Economics*. New Delhi: Prentice Hall of India.
- 2.Rangarajan. (2007). *Principles of Macro Economics*. New Delhi: Tata McGraw Hill.
3. Mote, Paul.,&Gupta.(2009). *Managerial Economics*. New Delhi: Tata McGraw Hill.
4. Jhingan.,M.L& Stephen, J.K. (2013). *Managerial Economics (2<sup>nd</sup> edition, reprint)*.New Delhi: Vrinda Publications.
5. Jhingan.,M.L. (2013). *Managerial Economics (14<sup>th</sup> edition, reprint)*.New Delhi: Vrinda Publications.
6. Paul A. Samuelson & William D. Nordhaus.(2006). *Economics* (19th edition).New Delhi: Tata McGraw Hill.

**Course Objectives:**

- 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 structure of factories act of business organizations and their impact on the employee
- To acquire knowledge of income tax act and GST and its applications in business
- To understand the existing law and practice relating to consumer protection act

**Course Outcomes (Cos):**

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, value added tax, and GST and evaluate its impact on business and social environment.
6. To illustrate the consumer legislations towards consumer protection and Environment protection

**Unit 1:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

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

**Suggested Readings:****Text Books:**

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

**References:**

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

**Course Objectives:**

- 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):**

1. Student will be able to understand and apply the accounting process and fundamental accounting principles that underpin the development of financial statements.
2. Ability to read, compute, interpret and analyze financial statements; combine financial analysis with other information to assess the financial performance and determine the 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**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts– Journal – Ledger - Trial Balance -Balance sheet and related concepts- Profit and Loss account and related concepts.



## 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 – Elements of costing – types of costing - Preparation of Cost Sheet- Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing- Target costing.

## Unit IV

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

## Unit V

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

**Note:** Problems 60 Marks and Theory 40 Marks.

### Suggested Readings:

#### Text Books:

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

### References:

1. Kuppapally, J. Jelsy. (2009). *Accounting for Managers* (1<sup>st</sup> Edition). New Delhi: Prentice Hall of India.

2. Jan Williams. (2011).*Financial and Managerial Accounting – The basis for business Decisions*(15<sup>th</sup> edition). New Delhi: Tata McGraw Hill.
3. Stice & Stice. (2010).*Financial Accounting Reporting and Analysis* (8th edition). Cengage Learning.
4. Singhvi Bodhanwala. (2009).*Management Accounting -Text and cases*. New Delhi: Prentice Hall of India.
5. Battacharya, K.Ashish. (2009). *Introduction to Financial Statement Analysis*. Elsevier.

**Course Objectives:**

- 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 realize the applications of probability and distributions in the analytical decision making.
- To understand the mathematical formulation of transportation problem and assignment problem
- To understand the index number concepts and its applications.

**Course Outcomes (Cos):**

After successfully completing this course, students will be able to:

1. Understand 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 Misuse of statistics. Classification and Tabulation of data, Univariate data analysis: Mean and Standard deviation, Shape of distributions – skewness and kurtosis, Introduction to bivariate data analysis.

## Unit II

Correlation: Types of Correlation, Correlation coefficient – degrees of correlation coefficient – methods of finding correlation coefficient -scatter diagram-Karl Pearson's co-efficient of correlation-Spearman's Rank correlation. Regression: regression lines -regression equations - regression co-efficients-methods of forming the Regression equations.

## Unit III

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

## Unit IV

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

## Unit V

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

**Note:** Problems 60 Marks and Theory 40 Marks.

## Suggested Readings:

### Text Books:

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

### References:

1. Pillai, R.S.N., & Bagavathy. (2002). *Statistics*. New Delhi: S. Chand & Company Ltd.

2. Srivastava, T.N., &Rego, S. (2012).*Statistics for Management*(2<sup>nd</sup> edition). New Delhi: McGraw Hill Education.
3. Aczel, A.D., &Sunderpandian, J.(2012). *Complete Business Statistics*(7<sup>th</sup> edition).New Delhi: McGraw Hill Education.
4. Gupta,S.P. (2009). *Statistical Methods*. New Delhi: Sultan Chand & Sons.
5. Anand Sharma. (2004). *Operations Research*. New Delhi: Himalaya Publishing House.
6. Franks, S.BuknickMcleavey., & Richard Mojena. (2002): *Principles of Operations Research for Management*. New Delhi: AITBS Publishers.
7. KanthiSwarup., Gupta, P.K., & Man Mohan. (2010). *Operations Research*. New Delhi: .Sultan Chand & Sons.
8. Kapoor, V.K. (2001). *Operation Research Techniques for Management*. New Delhi: Sultan Chand & Sons,

**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:**

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.

### **Suggested Readings:**

### **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* (28<sup>th</sup> 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 be 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. Personalized standard letter, enquiries, customer's complaints, collection letters – sales promotional letters

**Unit II**

Report writing - formal & informal reports - writing research reports & technical reports- Principles of effective communication - Structuring the resume / report – Letter writing / E-mail communication



### Unit III

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

#### Suggested Readings:

##### Text Books:

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

##### References:

1. Leena, Sen. (2007).*Communication Skills* (8<sup>th</sup> edition).New Delhi: PHI Learning Pvt Ltd.
2. Raymond, V. Lesikar's. (2008). *Basic Business Communication* (7<sup>th</sup> Edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
3. Kitty, O. Locker., &Stephen KyoKaczmarek, (2007). *Business communication Building Critical Skills* (3<sup>rd</sup> edition). New Delhi: Tata McGraw Hill.
4. RajendraPal.,&Korlahali. (2007). *Business Communication*(7<sup>th</sup> edition). New Delhi: Nisha Publishers.

**Course Objectives:**

- 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 Word, Ms Excel and Ms Power point.
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

Suggested Readings:

#### **Text book:**

1. Rajaraman, V. (2009). *Fundamentals of Computer* (4<sup>th</sup> Edition). New Delhi: Prentice Hall of India Pvt Ltd.

#### **Reference:**

1. Sinha,P.K. (2008). *Fundamentals of Computer* (6<sup>th</sup> Edition). New Delhi: BPB publication.

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

## Unit III

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

## Unit IV

Materials Management – functions – material planning and budgeting – Value Analysis - purchase functions and procedure - inventory control – types of inventory – safety stock – order point –inventory control systems – perpetual – periodic – JIT – KANBAN.

## Unit V

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

**Note:** Problems 20 Marks and Theory 80 Marks

### Suggested Readings:

#### Text Book:

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

#### References:

1. Adam, E. E& Ebert. (2009). *Production and Operations Management* (5<sup>th</sup>edition). New Delhi: PHI publication.

2. Joseph G Monks. (2004). *Operations Management (Theory and Problems)* (2<sup>nd</sup> edition). New Delhi: McGraw Hill.
3. Pannerselvam. (2012). *Production and Operations Management* (2<sup>nd</sup> edition). New Delhi: PHI,
4. Krajewski, L.J & Ritzman L.P. *Operations Management: Process and Value Chain* (7<sup>th</sup> edition). New Delhi: PHI.
5. Krajewski, L.J & Ritzman L.P. (2007). *Operations Management: Strategy and Analysis* (7<sup>th</sup> edition). Addison Wesley.
6. Chase, Aquilano & Jacobs. (2009). *Production and Operations Management* (13<sup>th</sup> edition). New Delhi: Tata McGraw Hill.

**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 Niche's:–Attracting and retaining customers.

### Suggested Readings:

#### Text book:

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

#### References:

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



**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 knowledge management 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

**Unit I**

Human resource management - Importance, Objectives and Functions of HRMs; HR Planning – factors affecting HR Planning – Human resource information system(HRIS) - Changing environments of HRM - Using HRM to attain competitive advantage - Qualities and role of HR managers - Trends in HRM

## Unit II

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

## Unit III

Orientation – Socialisation – Process of socialization – strategies. Training – Training process - Performance appraisal- process – Traditional and Modern Methods - 360° - 720° feedback – Ethics of performance appraisal.

## Unit IV

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

## Unit V

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

### Suggested Readings:

#### Text Books:

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

#### References:

1. Rao V.S.P. (2014). *Human Resource Management- Texts and Cases* (2<sup>nd</sup> edition). New Delhi: Excel Books.
2. Scott., Snell., George & Bohlander. (2010). *Human Resource Management - A South Asian Perspective*, Cengage Learning.
3. Klerman, (2008). *Human Resource Management*, Biztantra.

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**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

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

## Unit III

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

## Unit IV

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

## Unit V

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

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

### Suggested Readings:

#### Text Book:

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

#### References:

1. Khan& Jain. *Financial Management*. New Delhi: Tata McGraw Hill.
2. Vanhorne, J. C &Wachowicz, J .M Jr . (2001). *Fundamentals of Financial Management*.New Delhi: Pearson Education Limited.
3. Gitman. L. J, *Principles of ManagerialFinance*. New Delhi: Pearson Education limited.
4. Periasamy. P, *Financial Management* .Chennai: Vijay Nichole Imprints.

**Course Objectives:**

To make the students

- To identify and define the Principles and importance of Credit, documentation, monitoring and control.
- The student will be able to develop and demonstrate and understand basic concepts of banking and insurance and interpret career opportunities available after this course
- To have broad understanding of other functions associated with banking.
- Provide clear understanding of the factors contributing to the growth of Indian Banking industry and its impact on the GDP of Indian economy
- To have distinguished insight into marketing of banking services and banking technology.
- To develop efficient and up-to-date financial and insurance planners.

**Course Outcomes (Cos):**

1. Get acquainted with the concepts and practical dynamics of the Indian Financial System, Markets, Institution and Financial services
2. Design their own strategies in credit management and Securitizations
3. Evaluate the factors contributing to the growth of Indian Banking industry and its impact on the GDP of Indian economy
4. Classify various banking operations ,specially risk management in lending operations
5. Analyze and develop new insurance products to mitigate the various risks in business operations
6. Demonstrate a critical understanding of insurance market and develop strategies to strengthen the insurance dealings

**Unit I**

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

## Unit II

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

## Unit III

Risk Management: What are Risk- Perils and Hazards-types of risk-source of risk-method of handling risk; Career opportunity in Insurance Sector - Introduction of Insurance: nature of insurance-Purpose and need of insurance –how insurance works- insurance and economic development.

## Unit IV

Insurance Market – Different types of life insurance plans - operations of insurance companies - specialist insurance companies – Provisions of IRDA Act 1999 - the role of regulators –New trends in Insurance Market.

## Unit V

Principles of General Insurance: Utmost good faith-features-Breaches of utmost good faith-Insurable interest-meaning-features-how insurable interest is created-when insurance interest should exist-Indemnity-how indemnity is provided-measure of indemnity.

### Suggested Readings:

#### Text Book:

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

#### Reference Books:

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

**Course objectives:**

To make the students

- To understand the basic framework of research and research process and its important in business decision.
- To 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 Methodology: Meaning – objectives - Scope and Significance- Types of research- Characteristics of good research-criteria for good research- objectivity in research - research process–Research in management decisions - Problems encountered by Researchers in India.

## Unit II

Research Design: meaning- classification- features – importance- steps in research design- selection of research problem - Sample design- meaning- concepts- steps in sampling- criteria for good sample design – Types of sampling – Probability and Non probability sampling techniques.

## Unit III

Data collection : Types of data - Methods of data collection –Collection of primary data – Sources of secondary data - constructing questionnaire - Pilot study - case study - Data processing: coding - editing - and tabulation of data - Measurement - meaning – need- Errors in measurement - scaling Techniques - meaning - Types of scales - scale construction techniques.

## Unit IV

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

## Unit V

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

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

### Suggested Readings:

#### Text Books:

1. Paneerselvam, R. (2014).*Research Methodology*. New Delhi: Prentice Hall of India Pvt Ltd.
2. Kothari, C.R. (2008). *Research Methodology: Methods and Techniques*. New Delhi: New Age International Pvt Ltd.
3. Deepak Chawala & NeenaSondhi.(2011). *Research Methodology Concepts and Cases* .New Delhi: Vikas Publishing House Pvt Ltd.



**References:**

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

**Course Objectives:**

To make the students

- To develop knowledge and demonstrate skills to manage various components of a management practice that includes organization, administration, communication, and managerial aspects.
- To develop and bring improvements in interpersonal Skills and Practice-Based Learning.
- To provide an insight to manage personality development.
- To improve critical thinking and problem solving skills
- To make them build self-confidence and be assertive in workplace
- To understand team building and team spirit in work environment

**Course Outcomes (Cos):**

Learners should be able to

1. Demonstrate punctuality and manage time in day to day activities
2. Develop new management techniques to carry out routine activities
3. Evaluate and gain leadership qualities and get organized
4. Ability to build good team and have positive spirit in workplace
5. Develop critical thinking and problem solving skills
6. Relate and gain Self-confidence and self-awareness to bring effective communication

**Unit I**

Time management – identifying time wasters – procrastination – delegation – time management tools – day to day time management techniques

**Unit II**

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

**Unit III**

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

**Suggested Readings:****References:**

1. Swaminathan. V.D &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*. New Delhi: Tata McGraw Hill.

**Course Objectives:**

To make the students

- Familiar with Verbal communication and Non- Verbal communication. To make the students understand presentation skills and its importance.
- To learn and demonstrate different communication styles and get trained.
- To improve body language and facial expressions to have effective communication.
- To learn to make powerful and effective presentation
- To understand the feedback system prevailing in the organization
- To develop critical thinking and problem solving attitude

**Course Outcomes (Cos):**

Learners should be able to

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

**Unit I**

Non-verbal communication - personal appearance - posture - body language - visual & audio visual aids for communication -Conducting Meetings: Procedure – preparing Agenda, minutes and Resolution

**Unit II**

Presentation Skills – Elements of an effective presentation – structure of a presentation- presentation tools – Voice Modulation – Audience analysis - developing and delivering powerful presentations

**Unit III**

Effective and ineffective communication - Free speech – Giving and receiving feedbacks – Identifying communication styles – accelerated learning – memory techniques – speed reading – mind mapping – relaxation techniques

**Suggested Readings:****References:**

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

**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- Frequencies Distribution – Diagram –Graphs.

**Unit III**

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

**Unit IV**

T- Test for Independent sample and X test – ANOVA

**Unit V**

Correlation – Rank correlation – Regression – charts

**Suggested Readings:****TextBook:**

1. George, D. *SPSS for Windows step by step*.

**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**

Strategic Management – Evolution, Elements in Strategic Management – Understanding Strategy - levels of strategy – strategic decision making – strategic management process – Mission – Vision – goals and objectives – strategic planning process - identifying critical success factors - Strategic management Practice in India. Competitive advantage of Nations and its implication on Indian Business

**Unit II**

Environment Analysis & Internal Analysis of Firm : Concept of Environment – Environmental sectors - General environment scanning – Industry analysis – Dynamics of internal environment - Assessing internal environment through functional approach and value chain–to identify the strength & weakness - to identify opportunities & threat – SWOT audit – core competence.



### 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 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.

### Suggested Readings:

#### Text Book:

1. AzharKazmi,(2010).*Strategic Management and Business Policy*.(3<sup>rd</sup>Edition). New Delhi:TataMcGraw Hill.

#### References:

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

5. Gerry Johnson, Kevan Schole & Richard Whittington.(2007). *Exploring Corporate Strategy: Text & Cases*.(7<sup>th</sup> edition).New Delhi: Prentice Hall India.
6. Budhiraja, S.B & Athreya, M.B.(2008). *Cases in Strategic Management*. New Delhi: Tata McGraw Hill.

**16MBAP302****4004****BUSINESS ETHICS, CORPORATE GOVERNANCE& SOCIAL RESPONSIBILITY**

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**Course Objectives:**

To make the students

- To develop knowledge and understand about the theoretical perspectives and frameworks of corporate governance, ethical, environmental and social dimensions.
- To learn the theories of stakeholders and adopt the policies to protect their interests
- To assess and understand social responsibility of business and its impact.
- To provide clear understand of environment and ecology and measures to preserve them for future generation
- To understand issues related to business and good governance necessary for long term survival of business.
- To learn new trends in corporate social responsibility

**Course Outcomes (Cos):**

Learners should be able to

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

**Unit I**

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

## Unit II

Introduction –meaning and overview of corporate governance, corporate board-attributes, duties, responsibilities, liabilities, shareholders – rights, responsibilities of share holders, minority share holders protection. Ethical aspects of corporate governance

## Unit III

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

## Unit IV

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

## Unit V

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

### Suggested Readings:

#### Text Books

1. Baxi,C.V. (2007). *Corporate Governance*.New Delhi: Excel books.

#### References

1. Mathur,U.C. (2005). *Corporate Governance & Business Ethics*.New Delhi:Macmillan.
2. Fred Weston, J. (2007). *Takeovers, Restructuring & Corporate Governance*.New Delhi: Pearson Education.
3. Singh, S. (2005). *Corporate Governance*.New Delhi: Excel books.
4. SwamiParthasarathy.(2007). *Corporate Governance*.Biztantra.
5. Christine, A. Mallin.(2008). *Corporate Governance*.(2<sup>nd</sup>edition). Oxford.
6. Subhash Chandra Das.(2008).*Corporate Governance in India*.New Delhi: PHI.

**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 Organization, 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- International Taxation and International Working Capital Management.

### **Unit V**

Financing of foreign trade – Documentation - Mode of payment – Methods of trade financing – EXIM Bank, ECGC and its schemes - International taxation.

### **Suggested Readings:**

#### **Text Book:**

1. VyuptakeshSharan.(2015).*International Financial Management*.New Delhi: Prentice Hall of India Pvt Ltd.
2. ThummuluriSiddaiah.(2015).*International Financial Management*. New Delhi:Pearson publication.

#### **References:**

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

**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

### Suggested Readings:

#### Text Book:

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

#### References:

- 1 Antony.(2010). *Management Accounting*(3<sup>rd</sup> Edition).New Delhi: Tata McGraw Hill.
- 2 J Batty.J.(2007).*Management Accounting*(1<sup>st</sup> Edition). New Delhi:Vikas Publishing House.
- 3 Atkinson & Robert Haplan. *Advanced Management Accounting*. New Delhi: Prentice Hall of India.
- 4 Ajit Prasad.(2009). *Strategic Financial Management*. New Delhi: Vikas Publication Ltd.



**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.

### Suggested Reading:

#### Text Books:

1. Khan, M.Y. (2009).*Financial Services*(4<sup>th</sup> Edition). New Delhi: McGraw Hill.
2. Rameshbabu ,G. (2009).*Indian Financial System*. New Delhi: Himalaya Publishing House.

#### References:

1. Shanmugam, R.(2010).*Financial Services*.New Delhi: Wiley India Pvt Ltd.
2. Gurusamy, S. (2009).*Merchant Banking and Financial Services*(3<sup>rd</sup> Edition). New Delhi: Tata McGraw Hill Education Pvt Ltd.
3. Gordon, E.(2000). *Financial Markets & Services*. New Delhi: Himalaya Publications.

**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 – characteristics of services – Service Environment – dimensions – Service Blueprint - Relationship marketing – Service Recovery – Service Expectations – Service Encounters - Service Quality – SERVQUAL – Service Leadership – Service Strategy – process – Service Triangle - Interactive Marketing

**Unit II**

Marketing Mix decisions: Service Products – Branding services – New service development - Pricing - Promoting and distributing services – segmentation- 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.

### **Suggested Readings:**

#### **Text book:**

1. Christopher, Lovelock. Jochenwirtz.(2011)*Services Marketing-People, Technology, Strategy* (7<sup>th</sup>edition).New Delhi: Pearson Education.

#### **References:**

1. Jha, S.M. (2015).*Services Marketing*.New Delhi: Himalaya Publishing House.
2. RammohanRao. K. (2009).*Service Marketing*.New Delhi: Pearson education.
3. Roland & Anthony, (1999).*Service Marketing*. Addison-Wesley.

**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 –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 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

### Suggested Readings:

#### Text Books:

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

#### References:

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

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**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
6. Evaluate the effectiveness of marketing programmes on consumption decisions

**Unit I**

Marketing Research – Scope–Types & uses of marketing research-Marketing Research & decision making – Research Design – The Marketing Research process – Exploratory, descriptive and conclusive Research. Primary and Secondary methods of data collection – Construction of questionnaire

**Unit II**

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

### Unit III

Consumer Behaviour- Need to study Consumer Behavior – Applications of consumer 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

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

### Unit V

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

### Suggested Readings:

#### Text book:

1. Paul, E.Green, Donald, S. Tull& Gerald Albaum. (1996).*Research for Marketing Decision*. New Delhi: Prentice Hall India Publishers.

#### References:

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



**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 – HRD mechanism- Designing effective HRD programs- Framework of HRD process.

**Unit II**

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

### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text Book:

1. Rao,V.S.P.*Human Resource Development*. New Delhi: Himalaya Publishing House.
2. Krishnaveni, R. (2009).*Human Resource Development*. Excel Books.
3. LalithaBalakrishna.(2010).*Human Resource Development*. New Delhi: Himalaya Publishing House.

#### References:

1. UdaiPareek.(2007).*Human Resource Development*.(3<sup>rd</sup> Edition). London: Oxford and Indian Book House.
2. Kandula, S.R, *Strategic Human Resource Development*. New Delhi: Prentice Hall of India.
3. John, P.Wilson. (2005).*Human Resource Development*.(2<sup>nd</sup> Edition). Kogan Page Publishers.
4. Tripathi, P.C. *Human Resource Development*. New Delhi: Sultan and Sons.

**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 - 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- 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 - Enhance individual assertiveness.

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Textbook:

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

#### References:

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

**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 OD: Historical perspective of OD: Underlying Assumptions, Beliefs and Values in OD - Foundations of OD – Models and theories.

**Unit II**

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

### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text Book:

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

#### References

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

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**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 - 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.

## Unit V

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

### Suggested Readings:

#### Text book:

1. Awad, E. M. (2010). *System analysis and design* (2<sup>nd</sup> Edition).New Delhi: Galgotia publication.

#### References:

1. Jr Jain. V.K . (2009) .*System Analysis and Design*(1<sup>st</sup> edition). New Delhi: Dream Tech Press.
2. Senn. (2009). *Analysis and Design of Information System*. New Delhi: McGraw Hill.
3. AlliBaharami.(2010).*Object Oriented Systems Development* (1<sup>st</sup> edition). New Delhi: McGraw Hill.



**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**

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 - E-commerce opportunities and challenges for Indian Industrialists.

## Unit II

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

## 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.

## 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.

## 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.

### Suggested Readings:

#### Text Book:

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

#### References

1. Agarwal, A. (2008) *Governance: Case Studies.*, Hyderabad: India Universities Press .
2. Jawadekar. *Management Information System*. New Delhi: McGraw Hill Education Books
3. AmritTiwana. *The Essential Guide to Knowledge Management*. New Delhi: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

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

### Suggested Readings:

#### Text Book:

1. Pressman, S. R.(2007).*Software Engineering: A Practitioner's Approach*(6<sup>th</sup> Edition), Tata McGraw Hill.

#### References:

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

**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**

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

**Unit II**

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

**Unit III**

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

## Unit IV

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

## Unit V

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

### Suggested Readings:

#### Text book:

1. M. Y. Khan. *Indian Financial Systems*. New Delhi: Tata McGraw Hill Publishing.

#### References:

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

**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 differences between Entrepreneur and Intrapreneur. Entrepreneurship development- Its importance- Role of Entrepreneurship – Agencies of Entrepreneur.

**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

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

### Unit V

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

### Suggested Readings:

#### Text book:

1. Vasanth Desai. *Dynamics of Entrepreneurial Development and Management*. New Delhi: Himalaya Publishing House

#### References:

1. Srinivasan, N .P. & Gupta, G. P. *Entrepreneurial Development*. New Delhi: Sultanchand & Sons.
2. Saravanavelu. P. *Entrepreneurship Development*. Eskapee Publications.
3. Taneja, S. *Entrepreneur Development*. New Delhi: New Venture Creation.
4. Hisrich, R. D, Peters, M .P. *Entrepreneurship Development*. New Delhi: Tata McGraw Hill.



**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 - Relationship between Project Management and Line Management - Current issues in project management- System approach to project management - Roles and responsibilities of project manager.

**Unit II**

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

**Unit III**

Project Implementation - Stages - Bottlenecks in Project Implementation -Guidelines for effective implementation - Management techniques for project management - Project monitoring

- Essentials - Roles - Tools and Techniques - Project Management environment - Management reporting - Report designing - Project evaluation - Project review.

#### **Unit IV**

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

#### **Unit V**

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

#### **Suggested Readings:**

##### **Text Book:**

1. Prasanna Chandra. *Project Planning, Analysis, Selection, implementation and Review*. New Delhi: TataMcGraw Hill Publishing Company Ltd

##### **References:**

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

## **16MBAPB303A FUNDAMENTALS OF COMMERCIAL BANK MANAGEMENT 4004**

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### **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, Basel Committee recommendations, Banker Customer relationship, RBI Act (Salient Features), Latest recommendations of Basel Committee.

## Unit II

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

## 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 Services: DD, Safety deposit lockers, Credit cards, Debit cards, Smart cards, NEFT/RTGS, Call center.

### Suggested Readings:

#### Text Book:

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

#### References:

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

**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 banks own deposit - Base rate

## Unit - V

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

### Suggested Readings:

#### Text Book:

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

#### References:

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

**Course objectives:**

- 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

#### Suggested Readings:

##### Text Book:

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

##### References:

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



**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.

### Suggested Readings:

#### Text Book:

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

#### References:

1. Barry Berman.,& Joel R Evans. (2002). *Retailing Management – A Strategic Approach* (8<sup>th</sup>Edition). New Delhi: Prentice Hall of India.
2. James R. Ogden., & Denise Ogden. (2005). *Integrated Retail Management*. New Delhi: Biztantra.
3. Gibson G Vedamani. (2004). *Retail Management – Functional Principles and Practice* (2<sup>nd</sup> Edition). New Delhi: Jaico Publishing House.

**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 – Circulation Plan – Space Mix and  
Effective Retail Space Management – Floor Space Management

**Unit III**

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

## Unit IV

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

## Unit V

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

### Suggested Readings:

#### Text Book:

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

#### References:

1. Barry Berman.,& Joel R Evans. (2006). *Retail Management – A strategic Approach*. (10<sup>th</sup> Edition). New Delhi: Prentice Hall of India.
2. Gibson G Vedamani. (2004). *Retail Management – Functional Principles and Practice*(2<sup>nd</sup> Edition). New Delhi: Jaico Publishing House.
3. Swapna Pradhan. (2004). *Retailing Management: Text and Cases*. New Delhi: Tata McGraw Hill Publishing Company Ltd.

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**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 – Open to buy – Assortment Planning – Steps involved – Merchandising Stages - Merchandise Budgets and Forecasting

### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text Book:

1. Chetan Bajaj., & Ranjith. (2005). *Retail Management* (2<sup>nd</sup> Edition). New York: Oxford University Press.

#### References:

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

**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**

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

**Unit II**

International market segmentation, Positioning, Analysis of world market, Market analysis, International marketing research, Screening and selection of markets, International market entry: Export, Licensing , Franchise, Joint Venture, Multinational operations, Contract manufacturing

### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text Book:

1. Nargundkar. *International Marketing*. New Delhi: Excel Books.

#### References:

- 1) Czinkota. *International Marketing* (8<sup>th</sup> Edition). UK: Thompson publication.
- 2) Cateora Graham. *International Marketing* (10<sup>th</sup> Edition). New Delhi. Tata McGraw Hill.
- 3) Siddiqui. *International Marketing*. New York: Wiley Dreamtech publication.
- 4) Cherunilam, F. (2007). *International Trade and Export Management*. New Delhi: Himalaya publishing house.
- 5) Varshney ,R.L., &Bhattacharya, B. *International Marketing Management* ( 9<sup>th</sup> Edition). New Delhi: Sultan Chand & Sons.
- 6) Jain, S. *International Marketing*. UK: Thomson publication.



**16MBAPI303B      INTERNATIONAL LOGISTICS AND DOCUMENTATION 4 0 0 4****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

1. .

**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.

### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text book:

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

#### References:

1. Johnson J, Wood D. *Contemporary Logistics*.
2. Ismail, R. *Logistic Management*. Excel Books
3. Dornier. *Global Operation & Logistic Management*. John Wiley

**16MBAPI303C      INTERNATIONAL BUSINESS NEGOTIATIONS      4 0 0 4**

**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**

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

**Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

### **Suggested Readings:**

#### **Text book:**

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

#### **References:**

1. Gauri P .N. & Usunier, J .C. *International Business Negotiations*. Elsevier ltd.
2. Leigh L. *Negotiation Theory and Research*. UK: 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

### Suggested Readings:

#### Text book:

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

#### References:

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

**Course Objectives:**

- To 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

### Suggested Readings:

#### Text Book:

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

#### References:

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



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

**Unit III**

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

**Unit IV**

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

**Unit V**

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

**Suggested Readings:****Text book:**

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

**References:**

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

**Course Objectives:**

- To have an exposure in Insurance Products concept .
- The students to know about the constitutional provisions in areas and different types of general insurance.
- To understand the concepts, principles, practices and procedures adopted by insurers in underwriting all classes of non-life insurance
- To provide an in-depth knowledge on the international issues in insurance markets
- To improve the critical thinking and problem-solving skills
- To understand the evolution and growth of general insurance sector in India.

**Course Outcomes (Cos)**

1. Analyze the health insurance and its various products in India
2. Identify the various Investment products & health savings components.
3. Analyze the growth of insurance industry in India
4. Evaluate the International Issues in Insurance Markets
5. Differentiate the various types of insurance like motor, fire Insurance, medical and miscellaneous insurance.
6. Ability to communicate effectively the strategies for insurance packages

**Unit I:**

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

**Unit II:**

Fire Insurance-Meaning- Scope-Policy Drafting, Endorsements & Premium Computation: Proposal form – Risk Inspection Report Scope & Purpose – Premium – The Schedule – Drafting of Policy – Endorsements – Renewal Notice - The Standard Fire & Special Perils Policy: Preamble – Perils covered viz. Fire, Lightning, Explosion/Implosion, Aircraft Damage, Riot, Strike, and Malicious Damage.

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

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

**Suggested Readings:****Text Book:**

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

**Reference Books:**

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

**Course Objectives:**

- To have an exposure in insurance mechanism concept
- To understand the Concept of Insurance its Evolution.
- An overview of major life insurance and general insurance products
- To evaluate the concept of insurance and cover of risk.
- To provide basic understanding of various types of reinsurance and methods of reinsurance
- To get an insight in Insurance contract and Importance of group insurance schemes

**Course Outcomes (Cos)**

1. Demonstrate the principles of insurance and its various concepts.
2. To understand the Concept of Insurance its Evolution.
3. Classify the Constituents of Insurance Market
4. Evaluate the different types of life insurance plans to interact with their customers.
5. Analyze the various types of reinsurance and Methods of reinsurance
6. Analyze the risk management and Risk evaluation in insurance segment

**Unit 1:**

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

**Unit II:**

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

**Unit III:**

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

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

#### **Unit IV:**

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

#### **Unit V:**

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

#### **Suggested Readings:**

##### **Text Book:**

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

##### **Reference Books:**

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

**Course Objectives:**

- To understand the various legal aspects of products
- The object of this course is to equip students with theoretical and practical knowledge of consumer grievance
- To help to evaluate, plan the insurance premium strategies.
- To get familiarize with the 'Group' and 'Group Policy/Scheme' and determination of interest rates
- To get an insight Financial Viability ,Profit Margin and Solvency Margin
- To have exposure on Reinsurance, Types of Reinsurance - Reinsurance Support ,terms and conditions of Treaty

**Course Outcomes (Cos)**

1. Analyze the types of Insurance Products and its various Legal Aspects of Product concepts.
2. Develop strategies to handle consumer grievances
3. Clear understanding of Price and Premium, Equation of Value – Components of Premium
4. Analyze the group insured schemes
5. Understand the Premium Bases and determine the best Premium bases
6. Evaluate the terms and conditions of reinsurance

**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

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

**Suggested Readings:****Text Book:**

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

**References:**

1. Hossack ,I.B. (1991).*Introductory Statistics with Applications in General Insurance*
2. Atkinson, D. B. & Dallas, J. W. (2000).*Life Insurance Products and Finance: Charting a Clear Course*.
3. Gauger, M. A. (1982). *Actuarial Models: An Introductory Guide for Actuaries and Other Business Professionals*.



**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, handling contingent situation

**Suggested Reading:****References:**

1. Hurlock, E.B. (2006). *Personality Development*, 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, neighbors, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions and arguing.

**Unit II****SOCIAL COMMUNICATION:**

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

**Unit III****GROUP / MASS COMMUNICATION:**

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

**Suggested Readings:****References:**

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

**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 report should be certified by the concerned organization where the student has undertaken the internship. He /She shall also submit a detailed report for Viva-voce Examination.

**Course objectives:**

To make the students

- 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**

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

**Unit II**

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

### Unit III

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

### Unit IV

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

### Unit V

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

**Note:** Problems 40 Marks and Theory 60 Marks.

#### Suggested Readings:

##### Text Books:

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

##### References:

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

**Course objectives:**

To make the students

- 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 - 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- Stock Market Indices.



### Unit III

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

### Unit IV

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

### Unit V

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

### Suggested Readings:

#### Text books:

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

#### References:

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

## BONDS, DERIVATIVES AND COMMODITY MARKET MANAGEMENT

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### 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 off for derivative contracts.

### **Unit III**

Futures and options , trading systems – basis of trading – eligibility of stock for futures and options trading – clearing and settlement; clearing entities – members – banks – mechanism – settlement mechanism – regularity framework-case studies in relevant topics.

### **Unit IV**

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

### **Unit V**

Clearing, settlement and risk management in commodity trading, Calendar and settlement schedule – position determination – settlement mechanism - settlement price – margining – final statement – exception handling – regularity framework. Case studies in relevant topics.

### **Suggested Readings:**

#### **Text Books:**

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

#### **References:**

1. Vijaya, R. Bhaskar & Mahapatra, B. (2007). *Derivatives Simplified* (1<sup>st</sup> edition). Response Books.
2. Patwari, D.C. & Anshul Bhargava. (2009). *Indian Institute of Banking & Finance- Commodity Derivatives* (1<sup>st</sup> edition). New Delhi: Macmillan India Ltd.
3. Patwari, D.C. & Anshul Bhargava. (2006). *Options and Futures* (3<sup>rd</sup> edition). Jaico Publishing House.
4. Yadav, Jain., & Peyrard. (2008). *Foreign Exchange Markets*. New Delhi: Macmillan India Ltd.

**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

**Unit III**

Introduction to Brand Positioning: The 4Ps – An Inherently Futuristic Model - 4Ps in the IT Age

- Brand Positioning - Fundamentals of Brand Positioning - First Movers - Mistakes in Brand Positioning – Introspection - Gaining Brand Preference.

#### **Unit IV**

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

#### **Unit V**

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

#### **Suggested Readings:**

##### **Text Books:**

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

##### **References:**

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

**Course Objectives:**

- To 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**

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 – Types of Pricing - 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 – types of 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.

### Suggested Readings:

#### Text Book:

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

#### References:

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

**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

### Suggested Readings:

#### Text Books:

1. Shainesh, G., & Jagdish, N. Sheth, (2005). *Customer Relationships Management: Strategic Perspective* New Delhi: Macmillan Publications.
2. Alok Kumar et al, (2008). *Customer Relationship Management: Concepts and applications*. Biztantra.

#### References:

1. Mohammed, H.P., & Sagadevan, A. (2012). *Customer Relationship Management- A step by step approach*. New Delhi: Wiley India Pvt. Ltd.
2. Jim Catheart. (2005). *The Eight Competencies of Relationship Selling*. New Delhi: Macmillan India.
3. Assel. (2008). *Consumer Behavior - A Strategic Approach* (6<sup>th</sup> edition). Biztranza.
4. Kumar. (2007). *Customer Relationship Management - A Database Approach*. New Delhi: Wiley India Pvt. Ltd.
5. Francis Buttle. (2004). *Customer Relationship Management: Concepts & Tools*. Elsevier.
6. Zikmund. (2012). *Customer Relationship Management*. New Delhi: Wiley India Pvt. Ltd.

**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- settlement of grievance in Indian industry- Employee discipline-causes – types-kinds of punishment-procedure for taking disciplinary action, Indian law on punishment.

**Unit III**

Collective Bargaining:-Concept – function and importance – Principles and forms of collective bargaining – Procedure – conditions for effective collective bargaining – worker's participation

in management:- 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 and differently abled labour

#### **Suggested Readings:**

##### **Text Book:**

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

##### **References:**

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

**Course objectives:**

- To 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- Career Development- Management Development – Need & Importance – Types of management development programmes - Management characteristics – skill acquisition – Training for Executive level management - Emerging Trends and Future Prospects in Training and Development.

### Suggested Readings:

#### Text book:

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

#### References:

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

**Course objectives:**

- To make the students to 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**

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

**Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

### **Suggested Readings:**

#### **Text Book:**

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

#### **References**

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

**Course 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

### Suggested Readings:

#### Text Book:

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

### References:

1. Jason R. Rich. (2008). *The Unofficial Guide to Starting an E-commerce Business* (1<sup>st</sup> edition).New Delhi. IDG Books India Private Limited.
2. LaudonTraver. (2007). *E-Commerce (Business, Technology)*. Singapore: Pearson Education.
3. David Whitley. (2009). *E-Commerce*. New Delhi: Tata McGraw Hill,

**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, Rayleigh Curve - Project Organization - Risk Management - Project Finance - Procurement Management - Project Scheduling

**Unit II**

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

**Unit III**

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

## Unit IV

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

## Unit V

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

### Suggested Readings:

#### Text book:

1. Roger. S. Pressman, (2007).Software Project Management (3<sup>rd</sup>edition). New Delhi: Himalaya publishers

#### References:

1. Donald. J. Reifer. (2006). *Software Project Management* (6<sup>th</sup> edition).New Delhi: Wiley India Pvt. Ltd.
2. Kelkar. (2007). *Software Project Management* (2<sup>nd</sup> edition).New Delhi. Prentice Hall India.

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**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

### Suggested Readings:

#### Text Books:

1. Abraham Silberschatz., Henry F. Korth., & Sudharshan, S. (2007). *Database System Concepts* (3<sup>rd</sup> edition). New Delhi: Tata McGraw Hill.
2. Michael Hammer, (2008). *Enterprise Resource Planning* (3<sup>rd</sup> edition). New Delhi: Tata McGraw Hill.

#### References:

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

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

### **Suggested Readings:**

#### **Text book:**

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

#### **References:**

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

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**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

### **Suggested Readings:**

#### **Text book:**

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

#### **References:**

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

**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 1**

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.

#### **Suggested Readings:**

##### **Text books:**

1. Hill, C. W. (2009). *International Business: Competing in the Global Market Place*. New Delhi: Tata McGraw Hill Publishing Corporation Limited.
- 2..Francis Cherunilam. (2010). *Business Environment*. New Delhi: Himalaya Publishers.

##### **References:**

1. Aswathappa. (2008).*Essentials of Business Environment*. New Delhi: Himalaya Publishers.
2. Agarwal, A. N. (1996). *Indian Economy*. New Delhi: 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.

### Suggested Readings:

#### Text Book:

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

#### References:

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

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**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, Small Loans Guarantee Scheme, Small Loans (SSI) Guarantee Scheme, Accounting practices - Crop insurance.

### **Suggested Readings:**

#### **Text Book:**

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

#### **References:**

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

**Course Objectives:**

- To make the 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

**Suggested Readings:****Text book:**

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

**References:**

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

**Course Objectives:**

- To 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 – Assessing the potential of Retail Markets - Methods of International Retailing - Accessing Retail Markets.

**Unit III**

Competing in Foreign Markets - Why Companies Expand into Foreign Markets - Cross Country Differences in Cultural, Demographic and Market Conditions - Concept of Multi country Competition and Global Competition - Strategy Options for Entering and Competing in Foreign Markets - Quest for competitive Advantage in Foreign Markets

**Unit IV:**

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

**Unit V:**

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

**Suggested Readings:****Text book:**

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

**References:**

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

**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 outcomes (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

### Suggested Readings:

#### Text Book:

1. SwapnaPradhan. (2009). *Retailing Management Text & Cases*. New Delhi: Tata McGraw Hill.

#### Reference Books:

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

**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- Green Marketing- Strategies of Green Marketing.

**Suggested Readings:****Text book:**

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

**References:**

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

## **16MBAPI401A MULTILATERAL TRADE AGREEMENTS AND REGULATIONS 4004**

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### **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 nation
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

### **Suggested Readings:**

#### **Text books:**

1. Richard E.Caves. Jeffery A. Frankel., & Ronald W.Jones. (2007). *World Trade and Payments* (10<sup>th</sup> edition). Pearson Education.
2. Cherunilam, Francis, *International Economics*. New Delhi: Tata McGrawHill Publishing Company Ltd.

#### **References:**

1. Vinod V. Sople. (2006). *Managing Intellectual Property*. New Delhi: PHI Learning Private Limited
2. Palle Krishna Rao.(2008). *WTO Text and Cases*. New Delhi. Excel Books.

**Course Objectives:**

- To make 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.

### Suggested Readings:

#### Text books:

1. Kindleberger & Peter H. Linder. (2009). *International Economics*. New Delhi: Macmillan Publication.
2. Paul Krugman., Maurice Obstfeld & Marc Melitz. (2011). *International Economics*. New Delhi: Pearson Education.

#### References:

1. Bo Sodersten & Geoffrey Reed.(1999). *International Economics*. New Delhi: Macmillan Publication.
2. Salvatore.D. (2006). *International Economics*. Singapore: John Wiley & Sons.

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**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.

### Suggested Readings:

#### Text book:

1. Lambert, D.M., & James, S.R, (2010). *Strategic Logistic Management*. New Delhi: Tata McGraw Hill.

#### References:

1. Alan, E. Branch. (2009). *Global Supply Chain Management and International Logistics*. New York: Routledge.
2. Raghuram, G. (1998). *Shipping Management: Cases and Concepts*, New Delhi: Macmillan Publishers India Ltd.
3. Sherlock, Jim. (1994). *Principles of International Physical Distribution*. New Delhi: Wiley India.

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**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

**Suggested Readings:****Text book:**

1. Chatterjee, S. (2004). *Applied Materials Management*. New Delhi: Sage Publications.

**References:**

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

**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

### Suggested Readings:

#### Text book:

1. Sunil Chopra & Peter Meindl. (2010). *Supply Chain Management*, New Delhi: Pearson Education.

#### References:

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

**Course Objectives:**

- To make the students 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, PDSA cycle, Quality Circles, Quality Council, Supplier Partnership.

**Unit III**

Process approach to TQM - Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S, ESI (Early Supplier Involvement), 5M.

## Unit IV

Tools and Techniques - 7 Old quality control tools, Total productive maintenance, Failure Mode and Effect Analysis, POKAYOKE, Six Sigma, Toyota and Six Sigma.

## Unit V

Quality Management Systems - Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Quality Awards

### Suggested Readings:

#### Text book:

1. Subburaj Ramasamy, (2008). *Total Quality Management*. New Delhi: Tata McGraw Hill Publishing Co. Ltd.

#### References:

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

**Course Objectives:**

To make the students

- To understand the salient aspects of the life insurance contract, the rights and obligations of both parties to the contract
- To make the students to understand the basics and acts related to the insurance law.
- To understand the legal environment within which life insurance practice is carried out.
- To have an exposure in life insurance law, concept and regulations.
- To understand the Superannuation and Gratuity schemes , Key man and Property Insurance
- Understand the Formation of IRDA, Implications of Consumer Protection Act

**Course Outcomes**

Learners should be able to

1. Analyze the Elements of Contract and its various concepts.
2. Determine the effect of money laundering under the Prevention of Money Laundering Act.
3. Develop the procedures for settlement of claims of insurance
4. Design the System for Redressal of Complaints
5. Develop the knowledge of the Formation of IRDA and its functioning
6. Evaluate the implications of Consumer Protection Act

**Unit I:**

Law of Contract: Elements of Contract – Capacity of Parties to Contract – Consensus ad idem – Consideration and Legality of Object – Salient features of the Life Insurance Contract like the Principles of Indemnity, Insurable Interest and Utmost Good Faith.

**Unit II:**

Definition of Law - Statute Law and Common Law - Arbitration and Consumer Forums – Various Laws and Acts like Shops and Establishments Act – Prevention of Money Laundering Act.

**Unit III:**

Group Life Insurance – Superannuation and Gratuity schemes – Key man and Property Insurance - Life Insurance as Actionable Claim and Mortgage – Policy Loans – Stamp Act Provisions. Assignment, Nomination and MWP Act Provisions – Loss of Policies - Claims Settlement Process – Maturity Claims – Death Claims – Presumption of death for Missing Persons – Evidence of Title and Succession.

**Unit IV:**

Contract of Agency – Appointment of Agents – IRDA regulations for Licensing of Agents, Brokers and Corporate Agents – Authority of Agent – Rights and Responsibilities of Agents and Principal – Termination of Agency and Renewal / Hereditary Commission.

**Unit V:**

LIC Act 1956-System for Redressal of Complaints – Implications of Consumer Protection Act– Insurance Initiatives in India – Formation of Malhotra Committee on Reforms in Insurance Sector – Formation of IRDA - Provisions of IRDA Act 1999.

**Suggested Readings:****Text Books:**

1. Kenneth S. Abraham. (2010). *Insurance Law and Regulation: Cases and Materials*. Thomson Reuters
2. Edward E. Graves, Burke A. Christensen, Dan Mays McGill. (2014). *Mc Gill's Legal Aspects of Life Insurance*.

**References:**

1. Palande, P.S., Shah, R.S., & Lunawat, M.L. (2003). *Insurance in India: Changing Policies and Emerging Opportunities*. New Delhi: Response Books.
2. Harold M. Horne., & Donald Bruce Mansfield. (2002). *The Life Insurance Contract*. Life Office Management Association.
3. Dan Mays McGill. (2006). *Fundamentals of Private Pensions*. Oxford University Press

**Course Objectives:**

To make the students

- To have an exposure in important role in supporting conduct of insurance business in reinsurance.
- To understand all aspects surrounding Reinsurance and Promotional measures.
- To make understand to plan and choose channels of insurance
- To get an insight in various types of claims and settlements in specific cases
- To understand the newly emerging concepts, trends and practices at Reinsurance
- To get familiarize with the conditions for different classes of termination of reinsurance

**Course Outcomes(Cos)**

Learners should be able to

1. Analyze the nature of Reinsurance and its various concepts.
2. Evaluate the various factors that influence the reinsurance and measures to control it
3. Identify the significance of Reinsurance to business executives and academics
4. To determine the claims and settlements in special incidents and cases
5. Evaluate the factors which influence retentions and techniques to interact Non-Proportional Reinsurance with their customers.
6. Analyze the special conditions for different classes of termination of reinsurance

**Unit I:**

Introduction to Reinsurance: Nature of reinsurance – Analysis of factors that influence results – Historical background – Reinsurance in India before & after nationalization and liberalization – GIC Re – Regional co-operation – Functions of reinsurance – Advantages.

**Unit II:**

Forms of Reinsurance: Facultative reinsurance – Treaty reinsurance – Facultative Obligatory Treaty – Considerations for facultative placements.

**Unit III:**

Methods of Reinsurance 1- Proportional Reinsurance: Surplus – Quota Share – Proportional Treaty – Bordereaux – Premiums – Ceding Commission – Claims – Quota Share Treaty – Quota Share & surplus combined – Specimen Treaty Slip.

**Unit IV:**

Methods of Reinsurance 2 – Non-Proportional Reinsurance: Excess of Loss – Working (Per Risk) XL - Catastrophe XL – Stop Loss XL – Aggregate XL – Non-proportional Treaty – Ultimate Net Loss – reinsured Retention – Premium – Burning Cost – Exposure Rating / Pareto Loss Distribution – Reinstatement – Claims – Inception & Termination – Specimen Treaty Slip.

**Unit V:**

Retentions: Setting Retentions – General Considerations – Factors influencing retentions – Types of retentions – Accumulations within and between branches – Retentions for Property insurance – Engineering insurance – Accident & Liability insurance – Marine Cargo & Hull insurance – Aviation insurance – Life insurance – Special factors for different classes of reinsurance.

**Suggested Readings:****Text Books:**

1. Eugene Wollan. (2002). *Handbook of Reinsurance Law*. Aspen Law & Business.
2. Reinsurance IC 85. (2013). *Insurance Institute of India* (11<sup>th</sup> edition). Mumbai.

**Reference:**

1. Edgar C. Werner. (2009). *Fundamentals of reinsurance*. New Delhi: Tata McGraw Hill Publication.

**Course Objectives:**

To make the students

- To have an exposure in Theoretical Aspects of Risk Management.
- To understand ways to role, functions and responsibilities of risk manager
- To make the students understand, analyze and reduce the risk of damage to physical assets, or injury to employees or customers.
- To understand the scope and objectives of Risk Management and formal system of risk threats.
- To provide knowledge on Risk financing & Transfer mechanisms
- To get an insight in Risk identification purpose and details

**Course Outcomes**

Learners should be able to

1. Classify the various aspects of Risk Management.
2. Defining role, functions and duties of a Risk manager
3. Develop the techniques for hazard identification & risk assessment
4. Identify the alternate risk management techniques and
5. To analyze risk control ways by Risk financing and & Transfer mechanisms
6. To evaluate and identify and analyze the loss exposures

**Unit I:**

Theoretical Aspects of Risk Management: Risk concepts & possibilities – Risk classification & categorization – Approaches & Philosophy – Cost of risk.

**Unit II:**

Scope and Objectives of Risk Management: Formal system of risk threats – Contributory factors – Measures for economic control – Basic components of the risk management system – Definitions – Process & administration – Possible contributions & Potential benefits of risk management to a business.



**Unit III:**

Building up an Effective Risk Management Programme: Deciding the programme objectives – Pre & post loss objectives – Defining role, functions and duties of a Risk manager – Risk management policy – Objectives & Implementation strategies – Risks profiling & risk audits.

**Unit IV:**

Identifying & analyzing loss exposures: Risk identification purpose & details – Types of risk identification techniques – Hazard identification & risk assessment – Statistical and other methods of assessing risk exposures – Prioritizing and mapping of risks.

**Unit V:**

Alternate risk management techniques: Risk control – Loss control management – Risk financing & Transfer mechanisms – Risk control – Risk financing & insurance – Risk retention & transfer strategy – Selecting the best technique – Managerial & technical decisions in implementation the selected technique.

**Suggested Readings:****Text Books:**

1. George E. Rejda. (2011). *Principles of Risk Management and Insurance*. New Delhi: Pearson Education.
2. Scott Harrington & Gregory R. Niehaus.(2004). *Risk Management and Insurance (2<sup>nd</sup> edition)*. New Delhi: Tata McGraw Hill Publishing Co. Ltd.

**References:**

1. Michel Crouhy., Dan Galai& Robert Mark (2009). *The Essentials of Risk Management*. New Delhi. TataMc GrawHill.
2. Insurance Institute of India. (2013). *Risk Management IC86*.

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**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 have to submit a project report containing details of company, company profile, different functional area problems and prospects. The project should be done during the fourth semester. A research project may be based on primary / secondary data.

The report should be well documented and supported by –

- Cover & 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