

ANNA UNIVERSITY, CHENNAI
UNIVERSITY DEPARTMENTS
REGULATIONS – 2015
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (GENERAL)

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) :

MBA programme curriculum is designed to prepare the post graduate students

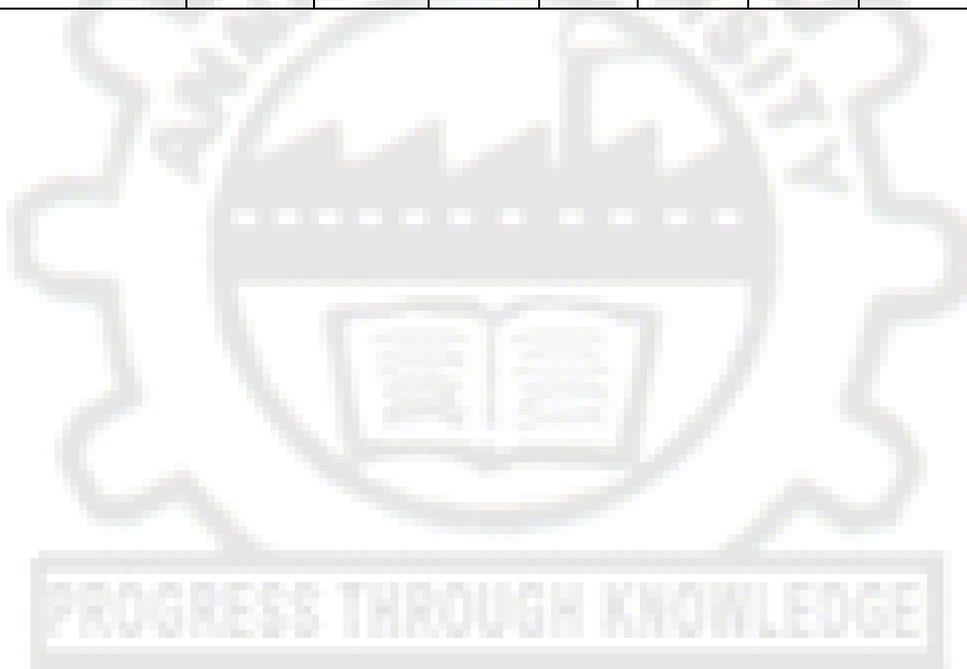
- I. To have a thorough understanding of the core aspects of the business.
- II. To provide the learners with the management tools to identify, analyze and create business opportunities as well as solve business problems.
- III. To prepare them to have a holistic approach towards management functions.
- IV. To motivate them for continuous learning.
- V. To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

On successful completion of the programme,

1. Ability to apply the business acumen gained in practice.
2. Ability to understand and solve managerial issues.
3. Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
4. Ability to upgrade their professional and managerial skills in their workplace.
5. Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
6. Ability to take up challenging assignments.
7. Ability to understand one's own ability to set achievable targets and complete them.
8. Ability to pursue lifelong learning.
9. To have a fulfilling business career.

| Programme Educational Objectives | Programme Outcomes | | | | | | | | |
|----------------------------------|--------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
| I | ✓ | ✓ | | | | | ✓ | | |
| II | | | | ✓ | ✓ | ✓ | | | |
| III | ✓ | | ✓ | | ✓ | ✓ | ✓ | | |
| IV | | | | ✓ | | ✓ | ✓ | ✓ | |
| V | | ✓ | ✓ | | | | | ✓ | ✓ |



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DIRECTOR

| | | | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | |
|--------------------------------------|--------------|----------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|---|
| YEAR 1 | SEM 1 | Principles of Management | ✓ | ✓ | ✓ | | ✓ | | | | | |
| | | Accounting for Management | ✓ | | | ✓ | | | | | | |
| | | Economic Analysis for Business | ✓ | ✓ | | | | | | ✓ | ✓ | |
| | | Legal Aspects of Business | ✓ | | | | | | | | | |
| | | Organizational Behaviour | ✓ | | ✓ | | | | | | | |
| | | Statistics for Management | ✓ | | | | | | | | | |
| | | Marketing Management | | ✓ | | ✓ | ✓ | | ✓ | | | |
| | | Spoken and Written Communication | ✓ | | ✓ | | | | | | | |
| | SEM 2 | Applied Operations Research | | ✓ | | | | ✓ | | ✓ | | |
| | | Business Research Methods | | ✓ | | | | ✓ | | ✓ | | |
| | | Strategic Management | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Financial Management | ✓ | ✓ | | ✓ | ✓ | | ✓ | | ✓ | |
| | | Human Resource Management | ✓ | ✓ | | ✓ | ✓ | | ✓ | | ✓ | |
| | | Information Management | ✓ | ✓ | | ✓ | ✓ | | ✓ | | ✓ | |
| | | Operations Management | ✓ | ✓ | | ✓ | ✓ | | ✓ | | ✓ | |
| Data Analysis and Business Modelling | | | | | ✓ | ✓ | ✓ | | | ✓ | | |

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| | | | | | | | | | | | | |
| YEAR 2 | SEM 3 | International Business Management | | | | ✓ | ✓ | | | | ✓ | |
| | | Total Quality Management | | | | ✓ | ✓ | | | | ✓ | |
| | | Elective I | Given below for each stream/Specialization | | | | | | | | | |
| | | Elective II | | | | | | | | | | |
| | | Elective III | | | | | | | | | | |
| | | Elective IV | | | | | | | | | | |
| | | Elective V | | | | | | | | | | |
| | | Elective VI | | | | | | | | | | |
| | | Summer Training | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | | | | | | | | | | | |
| | SEM 4 | Project Work | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| | | | | | | | | | | | | |

PROGRESS THROUGH KNOWLEDGE

| | | | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 |
|--|--|---------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Stream/ Specialization : Marketing Management | | | | | | | | | | | |
| | | Brand Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Consumer Behaviour | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Customer Relationship Management | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Direct Marketing | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Event Marketing | ✓ | | ✓ | | ✓ | | | | ✓ |
| | | Integrated Marketing Communication | ✓ | | ✓ | | ✓ | | | | ✓ |
| | | International Marketing | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Marketing Metrics | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | Retail Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Rural Marketing | ✓ | | | | ✓ | ✓ | ✓ | | ✓ |
| | | Services Marketing | ✓ | | | | ✓ | ✓ | ✓ | | ✓ |
| | | Social Marketing | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Stream/ Specialization : Financial Management | | | | | | | | | | | |
| | | Banking Financial Services Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Corporate Finance | ✓ | | ✓ | ✓ | | | | ✓ | ✓ |

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|--|---|---|--|---|--|---|---|---|---|---|
| | Derivatives Management | ✓ | | ✓ | | | | ✓ | ✓ | ✓ |
| | International Trade Finance | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Merchant Banking and Financial Services | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Mergers and Acquisitions | ✓ | | | | ✓ | | | ✓ | ✓ |
| | Micro Finance | ✓ | | ✓ | | | ✓ | | | ✓ |
| | Risk Management and Insurance | ✓ | | | | ✓ | | | ✓ | |
| | Security Analysis and Portfolio Management | ✓ | | | | ✓ | | | | ✓ |
| | Strategic Investment and Financing Decisions | ✓ | | ✓ | | | ✓ | | ✓ | ✓ |
| | Stream/ Specialization : Human Resource Management | | | | | | | | | |
| | Entrepreneurship Development | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Industrial Relations and Labour Welfare | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Labour Legislations | ✓ | | ✓ | | | ✓ | | | ✓ |
| | Managerial Behaviour and Effectiveness | | | ✓ | | ✓ | | | ✓ | ✓ |
| | Organizational Theory, Design and Development | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Social Psychology | ✓ | | | | ✓ | | | | ✓ |
| | Strategic Human Resource Management | | | ✓ | | | ✓ | | | ✓ |
| | Stress Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |

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| Stream/ Specialization : Systems Management | | | | | | | | | | |
|---|---|---|---|---|--|---|---|---|---|---|
| | Advanced Database Management System | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | | ✓ |
| | Cloud Computing | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Data mining for Business Intelligence | ✓ | | ✓ | | | ✓ | | | ✓ |
| | Decision Support System and Intelligent systems | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | E-Business Management | ✓ | | | | | ✓ | | | ✓ |
| | Knowledge Management Systems | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Soft Computing | ✓ | | | | | ✓ | | | ✓ |
| | Software Project and Quality Management | ✓ | | ✓ | | ✓ | | | ✓ | |
| | Enterprise Resource Planning | ✓ | | | | ✓ | | | ✓ | ✓ |
| Stream/ Specialization : Operations Management | | | | | | | | | | |
| | Lean Six Sigma | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Logistics Management | ✓ | | ✓ | | | | | ✓ | ✓ |
| | Materials Management | ✓ | | | | ✓ | | | ✓ | |
| | Process Management | ✓ | | ✓ | | | | | ✓ | ✓ |
| | Product Design | ✓ | | ✓ | | ✓ | | | | ✓ |
| | Project Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |

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| | | | | | | | | | | | |
|--|--|---|---|--|---|--|---|--|--|---|---|
| | | Research and Development Management | ✓ | | | | ✓ | | | | ✓ |
| | | Robust Design | ✓ | | ✓ | | ✓ | | | | ✓ |
| | | Services Operations Management | ✓ | | ✓ | | ✓ | | | | ✓ |
| | | Supply Chain Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | Stream/ Specialization : General Management | | | | | | | | | | |
| | | Advanced Data Analysis | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |
| | | Management of Intellectual Property Rights | ✓ | | ✓ | | | | | ✓ | ✓ |
| | | Business Ethics, Corporate Social Responsibility and Governance | ✓ | | | | ✓ | | | ✓ | ✓ |
| | | Creativity and Innovation | ✓ | | ✓ | | ✓ | | | | ✓ |
| | | Self awareness and Management | ✓ | | ✓ | | ✓ | | | ✓ | ✓ |

PROGRESS THROUGH KNOWLEDGE

ANNA UNIVERSITY, CHENNAI
UNIVERSITY DEPARTMENTS
REGULATIONS – 2015
CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION (FULL TIME)
CURRICULA AND SYLLABI I TO IV SEMESTERS

SEMESTER - I

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|------------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7101 | Economic Analysis for Business | PC | 4 | 4 | 0 | 0 | 4 |
| 2. | BA7102 | Marketing Management | PC | 4 | 4 | 0 | 0 | 4 |
| 3. | BA7103 | Principles of Management | PC | 3 | 3 | 0 | 0 | 3 |
| 4. | BA7151 | Accounting for Management | PC | 4 | 4 | 0 | 0 | 4 |
| 5. | BA7152 | Legal Aspects of Business | PC | 3 | 3 | 0 | 0 | 3 |
| 6. | BA7153 | Organizational Behaviour | PC | 3 | 3 | 0 | 0 | 3 |
| 7. | BA7154 | Statistics for Management | PC | 3 | 3 | 0 | 0 | 3 |
| PRACTICALS | | | | | | | | |
| 8. | BA7111 | Spoken and Written Communication # | PC | 4 | 0 | 0 | 4 | 2 |
| TOTAL | | | | | 24 | 0 | 4 | 26 |

No end semester examination is required for this course.

PROGRESS THROUGH KNOWLEDGE

SEMESTER - II

| SL. NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|--------------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7201 | Applied Operations Research | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7202 | Business Research Methods | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | BA7203 | Financial Management | PC | 3 | 3 | 0 | 0 | 3 |
| 4. | BA7204 | Human Resource Management | PC | 3 | 3 | 0 | 0 | 3 |
| 5. | BA7205 | Information Management | PC | 3 | 3 | 0 | 0 | 3 |
| 6. | BA7206 | Operations Management | PC | 3 | 3 | 0 | 0 | 3 |
| 7. | BA7251 | Strategic Management | PC | 3 | 3 | 0 | 0 | 3 |
| PRACTICALS | | | | | | | | |
| 8. | BA7211 | Data Analysis and Business Modelling | PC | 4 | 0 | 0 | 4 | 2 |
| TOTAL | | | | | 21 | 0 | 4 | 23 |

SEMESTER - III

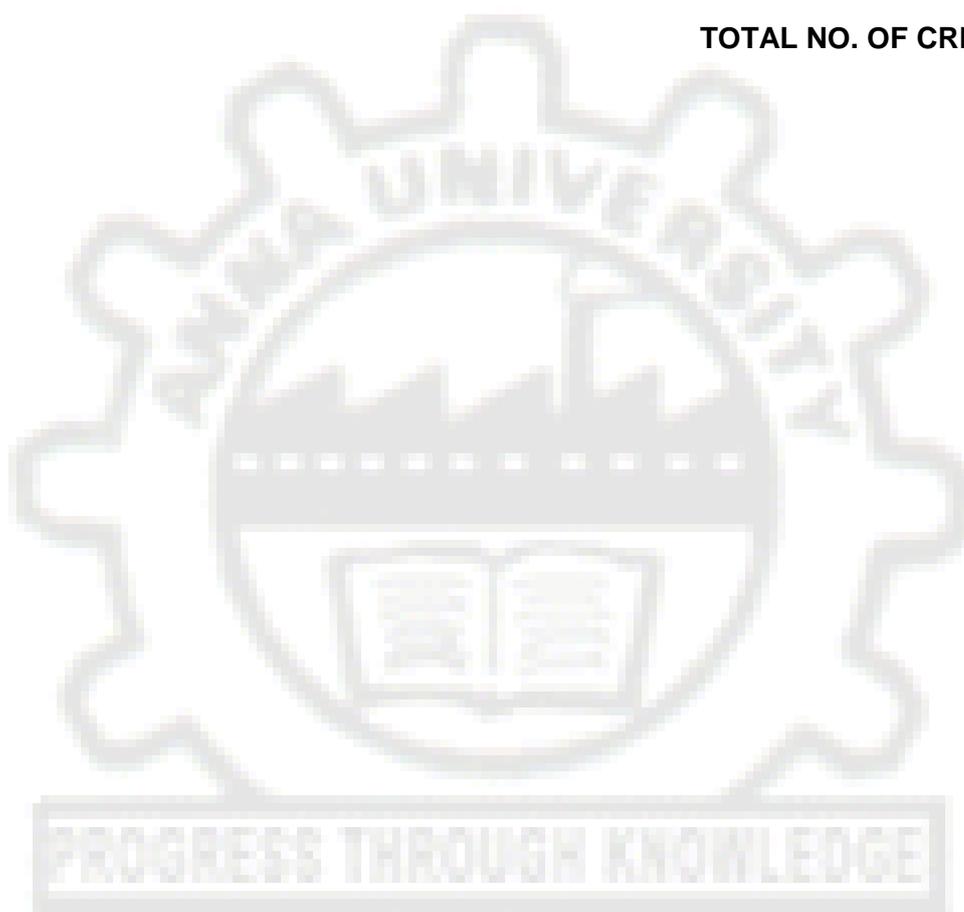
| SL. NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|---------------|-------------|-----------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7301 | International Business Management | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7302 | Total Quality Management | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | | Elective I*** | PE | 3 | 3 | 0 | 0 | 3 |
| 4. | | Elective II*** | PE | 3 | 3 | 0 | 0 | 3 |
| 5. | | Elective III*** | PE | 3 | 3 | 0 | 0 | 3 |
| 6. | | Elective IV*** | PE | 3 | 3 | 0 | 0 | 3 |
| 7. | | Elective V*** | PE | 3 | 3 | 0 | 0 | 3 |
| 8. | | Elective VI*** | PE | 3 | 3 | 0 | 0 | 3 |
| 9. | BA7311 | Summer Training | EEC | 0 | 0 | 0 | 2 | 1 |
| TOTAL | | | | | 24 | 0 | 2 | 25 |

*** Chosen electives should be from two streams of management of three electives each.

SEMESTER - IV

| SI. NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|--------------|----------|-----------------|----------|----------|-----------|-----------|
| PRACTICALS | | | | | | | | |
| 1. | BA7411 | Project Work | EEC | 24 | 0 | 0 | 24 | 12 |
| TOTAL | | | | | 0 | 0 | 24 | 12 |

TOTAL NO. OF CREDITS:86



ANNA UNIVERSITY, CHENNAI
UNIVERSITY DEPARTMENTS
MASTER OF BUSINESS ADMINISTRATION (PART TIME)
REGULATIONS – 2015
CHOICE BASED CREDIT SYSTEM
CURRICULUM I TO VI SEMESTERS

SEMESTER - I

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|------------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7103 | Principles of Management | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7101 | Economic Analysis for Business | PC | 4 | 4 | 0 | 0 | 4 |
| 3. | BA7153 | Organizational Behaviour | PC | 3 | 3 | 0 | 0 | 3 |
| 4. | BA7154 | Statistics for Management | PC | 3 | 3 | 0 | 0 | 3 |
| PRACTICALS | | | | | | | | |
| 5. | BA7111 | Spoken and Written Communication # | PC | 4 | 0 | 0 | 4 | 2 |
| TOTAL | | | | | 13 | 0 | 4 | 15 |

No end semester examination is required for this course.

SEMESTER - II

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|---------------|-------------|-----------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7202 | Business Research Methods | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7201 | Applied Operations Research | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | BA7204 | Human Resource Management | PC | 3 | 3 | 0 | 0 | 3 |
| 4. | BA7205 | Information Management | PC | 3 | 3 | 0 | 0 | 3 |
| 5. | BA7206 | Operations Management | PC | 3 | 3 | 0 | 0 | 3 |
| TOTAL | | | | | 15 | 0 | 0 | 15 |

SEMESTER - III

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|---------------|-------------|---------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7151 | Accounting for Management | PC | 4 | 4 | 0 | 0 | 4 |
| 2. | BA7152 | Legal Aspects of Business | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | BA7102 | Marketing Management | PC | 4 | 4 | 0 | 0 | 4 |
| TOTAL | | | | | 11 | 0 | 0 | 11 |

SEMESTER - IV

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|--------------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1. | BA7251 | Strategic Management | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7203 | Financial Management | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | | Elective I*** | PE | 3 | 3 | 0 | 0 | 3 |
| 4. | | Elective II*** | PE | 3 | 3 | 0 | 0 | 3 |
| 5. | | Elective III*** | PE | 3 | 3 | 0 | 0 | 3 |
| PRACTICALS | | | | | | | | |
| 6. | BA7211 | Data Analysis and Business Modelling | PC | 4 | 0 | 0 | 4 | 2 |
| TOTAL | | | | | 15 | 0 | 4 | 17 |

SUMMER SEMESTER (4 WEEKS)

Summer Training – Chronological Diary needs to be maintained and submitted within the first week of the reopening date of 5th Semester. The training report along with the company certificate should be submitted.

SEMESTER - V

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|-----------------------------------|----------|-----------------|-----------|----------|----------|-----------|
| PRACTICALS | | | | | | | | |
| 1. | BA7302 | Total Quality Management | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7301 | International Business Management | PC | 3 | 3 | 0 | 0 | 3 |
| 3. | | Elective IV*** | PE | 3 | 3 | 0 | 0 | 3 |
| 4. | | Elective V*** | PE | 3 | 3 | 0 | 0 | 3 |
| 5. | | Elective VI*** | PE | 3 | 3 | 0 | 0 | 3 |
| 6. | BA7311 | Summer Training | EEC | 2 | 0 | 0 | 2 | 1 |
| TOTAL | | | | | 15 | 0 | 2 | 16 |

SEMESTER - VI

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------------------|-------------|--------------|----------|-----------------|----------|----------|-----------|-----------|
| PRACTICALS | | | | | | | | |
| 1. | BA7411 | Project Work | EEC | 24 | 0 | 0 | 24 | 12 |
| TOTAL | | | | | 0 | 0 | 24 | 12 |

*** Chosen electives should be from two streams of management of three electives each.

TOTAL NO. OF CREDITS:86

PROGRESS THROUGH KNOWLEDGE

PROFESSIONAL CORE (PC)

| S.NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|------|-------------|--------------------------------------|----------|-----------------|---|---|---|---|
| 1. | | Principles of Management | PC | 3 | 3 | 0 | 0 | 3 |
| 2. | | Accounting for Management | PC | 4 | 4 | 0 | 0 | 4 |
| 3. | | Economic Analysis for Business | PC | 4 | 4 | 0 | 0 | 4 |
| 4. | | Legal Aspects of Business | PC | 3 | 3 | 0 | 0 | 3 |
| 5. | | Organizational Behaviour | PC | 3 | 3 | 0 | 0 | 3 |
| 6. | | Statistics for Management | PC | 3 | 3 | 0 | 0 | 3 |
| 7. | | Marketing Management | PC | 4 | 4 | 0 | 0 | 4 |
| 8. | | Spoken and Written Communication | PC | 4 | 0 | 0 | 4 | 2 |
| 9. | | Applied Operations Research | PC | 3 | 3 | 0 | 0 | 3 |
| 10. | | Business Research Methods | PC | 3 | 3 | 0 | 0 | 3 |
| 11. | | Strategic Management | PC | 3 | 3 | 0 | 0 | 3 |
| 12. | | Financial Management | PC | 3 | 3 | 0 | 0 | 3 |
| 13. | | Human Resource Management | PC | 3 | 3 | 0 | 0 | 3 |
| 14. | | Information Management | PC | 3 | 3 | 0 | 0 | 3 |
| 15. | | Operations Management | PC | 3 | 3 | 0 | 0 | 3 |
| 16. | | Data Analysis and Business Modelling | PC | 4 | 0 | 0 | 4 | 2 |
| 17. | | International Business Management | PC | 3 | 3 | 0 | 0 | 3 |
| 18. | | Total Quality Management | PC | 3 | 3 | 0 | 0 | 3 |

PROFESSIONAL ELECTIVES (PE)

| S.NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|--|-------------|--|----------|-----------------|---|---|---|---|
| Stream/ Specialization : Marketing Management | | | | | | | | |
| 1. | BA7001 | Brand Management | PE | 3 | 3 | 0 | 0 | 3 |
| 2. | BA7002 | Consumer Behaviour | PE | 3 | 3 | 0 | 0 | 3 |
| 3. | BA7003 | Customer Relationship Management | PE | 3 | 3 | 0 | 0 | 3 |
| 4. | BA7004 | Direct Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| 5. | BA7005 | Event Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| 6. | BA7006 | Integrated Marketing Communication | PE | 3 | 3 | 0 | 0 | 3 |
| 7. | BA7007 | International Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| 8. | BA7008 | Marketing Metrics | PE | 3 | 3 | 0 | 0 | 3 |
| 9. | BA7009 | Retail Management | PE | 3 | 3 | 0 | 0 | 3 |
| 10. | BA7010 | Rural Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| 11. | BA7011 | Services Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| 12. | BA7012 | Social Marketing | PE | 3 | 3 | 0 | 0 | 3 |
| Stream/ Specialization : Financial Management | | | | | | | | |
| 13. | BA7013 | Banking Financial Services Management | PE | 3 | 3 | 0 | 0 | 3 |
| 14. | BA7014 | Corporate Finance | PE | 3 | 3 | 0 | 0 | 3 |
| 15. | BA7015 | Derivatives Management | PE | 3 | 3 | 0 | 0 | 3 |
| 16. | BA7016 | International Trade Finance | PE | 3 | 3 | 0 | 0 | 3 |
| 17. | BA7017 | Merchant Banking and Financial Services | PE | 3 | 3 | 0 | 0 | 3 |
| 18. | BA7018 | Mergers and Acquisitions | PE | 3 | 3 | 0 | 0 | 3 |
| 19. | BA7019 | Micro Finance | PE | 3 | 3 | 0 | 0 | 3 |
| 20. | BA7020 | Risk Management and Insurance | PE | 3 | 3 | 0 | 0 | 3 |
| 21. | BA7021 | Security Analysis and Portfolio Management | PE | 3 | 3 | 0 | 0 | 3 |
| 22. | BA7022 | Strategic Investment and Financing Decisions | PE | 3 | 3 | 0 | 0 | 3 |

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| Stream/ Specialization : Human Resource Management | | | | | | | | |
|---|--------|---|----|---|---|---|---|---|
| 23. | BA7023 | Entrepreneurship Development | PE | 3 | 3 | 0 | 0 | 3 |
| 24. | BA7024 | Industrial Relations and Labour Welfare | PE | 3 | 3 | 0 | 0 | 3 |
| 25. | BA7025 | Labour Legislations | PE | 3 | 3 | 0 | 0 | 3 |
| 26. | BA7026 | Managerial Behaviour and Effectiveness | PE | 3 | 3 | 0 | 0 | 3 |
| 27. | BA7027 | Organizational Theory, Design and Development | PE | 3 | 3 | 0 | 0 | 3 |
| 28. | BA7028 | Social Psychology | PE | 3 | 3 | 0 | 0 | 3 |
| 29. | BA7029 | Strategic Human Resource Management | PE | 3 | 3 | 0 | 0 | 3 |
| 30. | BA7030 | Stress Management | PE | 3 | 3 | 0 | 0 | 3 |
| Stream/ Specialization : Systems Management | | | | | | | | |
| 31. | BA7031 | Advanced Database Management System | PE | 3 | 3 | 0 | 0 | 3 |
| 32. | BA7032 | Cloud Computing | PE | 3 | 3 | 0 | 0 | 3 |
| 33. | BA7033 | Datamining for Business Intelligence | PE | 3 | 3 | 0 | 0 | 3 |
| 34. | BA7034 | Decision Support System and Intelligent systems | PE | 3 | 3 | 0 | 0 | 3 |
| 35. | BA7035 | E-Business Management | PE | 3 | 3 | 0 | 0 | 3 |
| 36. | BA7036 | Enterprise Resource Planning | PE | 3 | 3 | 0 | 0 | 3 |
| 37. | BA7037 | Knowledge Management Systems | PE | 3 | 3 | 0 | 0 | 3 |
| 38. | BA7038 | Soft Computing | PE | 3 | 3 | 0 | 0 | 3 |
| 39. | BA7039 | Software Project and Quality Management | PE | 3 | 3 | 0 | 0 | 3 |
| Stream/ Specialization : Operations Management | | | | | | | | |
| 40. | BA7040 | Lean Six Sigma | PE | 3 | 3 | 0 | 0 | 3 |
| 41. | BA7041 | Logistics Management | PE | 3 | 3 | 0 | 0 | 3 |
| 42. | BA7042 | Materials Management | PE | 3 | 3 | 0 | 0 | 3 |
| 43. | BA7043 | Process Management | PE | 3 | 3 | 0 | 0 | 3 |
| 44. | BA7044 | Product Design | PE | 3 | 3 | 0 | 0 | 3 |
| 45. | BA7045 | Project Management | PE | 3 | 3 | 0 | 0 | 3 |

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|--|--------|---|----|---|---|---|---|---|
| 46. | BA7046 | Research and Development Management | PE | 3 | 3 | 0 | 0 | 3 |
| 47. | BA7047 | Robust Design | PE | 3 | 3 | 0 | 0 | 3 |
| 48. | BA7048 | Services Operations Management | PE | 3 | 3 | 0 | 0 | 3 |
| 49. | BA7049 | Supply Chain Management | PE | 3 | 3 | 0 | 0 | 3 |
| Stream/ Specialization : General Management | | | | | | | | |
| 50. | BA7050 | Advanced Data Analysis | PE | 3 | 3 | 0 | 0 | 3 |
| 51. | BA7051 | Business Ethics, Corporate Social Responsibility and Governance | PE | 3 | 3 | 0 | 0 | 3 |
| 52. | BA7052 | Creativity and Innovation | PE | 3 | 3 | 0 | 0 | 3 |
| 53. | BA7053 | Management of Intellectual Property Rights | PE | 3 | 3 | 0 | 0 | 3 |
| 54. | BA7054 | Self awareness and Management | PE | 3 | 3 | 0 | 0 | 3 |

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

| SL. NO. | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|---------|-------------|-----------------|----------|-----------------|---|---|----|----|
| 1. | | Summer Training | EEC | 2 | 0 | 0 | 2 | 1 |
| 2. | | Project Work | EEC | 24 | 0 | 0 | 24 | 12 |

PROGRESS THROUGH KNOWLEDGE

OBJECTIVES:

- To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant to managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.

UNIT I INTRODUCTION**8**

The themes of economics – scarcity and efficiency – three fundamental economic problems – society's capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies – the role of markets and government – Positive Vs negative externalities.

UNIT II CONSUMER AND PRODUCER BEHAVIOUR**13**

Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behaviour – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.

UNIT III PRODUCT AND FACTOR MARKET**13**

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets.

UNIT IV PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS**13**

Macro-economic aggregates – circular flow of macroeconomic activity – National income determination – Aggregate demand and supply – Macroeconomic equilibrium – Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory.

UNIT V AGGREGATE SUPPLY AND THE ROLE OF MONEY**13**

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and the impact – reasons for inflation – Demand Vs Supply factors – Inflation Vs Unemployment tradeoff – Phillips curve – short- run and long-run – Supply side Policy and management- Money market- Demand and supply of money – money-market equilibrium and national income – the role of monetary policy.

TOTAL: 60 PERIODS**OUTCOMES:**

- Students are expected to become familiar with both principles of micro and macro economics. They would also become familiar with application of these principles to appreciate the functioning of both product and input markets as well as the economy.

TEXT BOOKS

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

OBJECTIVES:

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

UNIT I INTRODUCTION

12

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

UNIT II MARKETING STRATEGY

12

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components.

UNIT III MARKETING MIX DECISIONS

12

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

UNIT IV BUYER BEHAVIOUR

12

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

UNIT V MARKETING RESEARCH & TRENDS IN MARKETING

12

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research – Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

TOTAL: 60 PERIODS**OUTCOMES:**

- knowledge of analytical skills in solving marketing related problems
- awareness of marketing management process

TEXT BOOKS

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGrawHill-Vijaynicole, First edition,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012

REFERENCES

1. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000.
2. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
3. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
4. Boyd Walker, Marketing Management, McGraw Hill, 2002.
5. Paul Baines, Chriss Fill Kelly Pagb, Marketing, II edition, Asian edition.

OBJECTIVE:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

UNIT I INTRODUCTION TO MANAGEMENT**9**

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

UNIT II PLANNING**9**

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

UNIT III ORGANISING**9**

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

UNIT IV DIRECTING**9**

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

UNIT V CONTROLLING**9**

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

TOTAL: 45 PERIODS**OUTCOMES:**

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

TEXT BOOKS:

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

REFERENCES:

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

OBJECTIVES :

- Acquire a reasonable knowledge in accounts Analysis and evaluate financial statements.

UNIT I FINANCIAL ACCOUNTING**12**

Introduction to Financial, Cost and Management Accounting – Generally accepted accounting principles, Conventions and Concepts – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet – Bank Reconciliation Statements – Introduction to inflation accounting – Introduction to Human Resources Accounting.

UNIT II ANALYSIS OF FINANCIAL STATEMENTS**12**

Analysis of financial statements – Financial ratio analysis, Interpretation of ratio for financial decisions – Comparative statements – Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT III COMPANY ACCOUNTS**12**

Meaning of Company – Issue of Shares – Issue and Redemption of debentures – Profit or loss Prior to incorporation – Final Accounts of Company.

UNIT IV COST ACCOUNTING**12**

Cost Accounts – Classification of costs – Job cost sheet – Job order costing – Process costing – (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Introduction to concepts of – Activity Based Costing, Value Chain, Target Costing.

UNIT V MARGINAL COSTING**12**

Management Accounting – Marginal Costing – Cost, Volume, Profit Analysis – Break Even Analysis – Decision making problems – Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing)

TOTAL : 60 PERIODS**OUTCOME**

- Possess a managerial outlook at accounts.

TEXT BOOKS

1. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014
2. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 2013.
3. R.L.Gupta & M.Radhaswamy, Corporate Accounting, Sultan Chand & sons,2013.

REFERENCES

1. Jan Williams, Financial and Managerial Accounting - The basis for business Decisions, 17th edition, Tata McGraw Hill Publishers, 2014.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2014
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning, 2015.
4. Singhvi Bodhanwala, Management Accounting – Text and cases,2nd edition PHI Learning, 2012
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012.
6. T.S.Reddy & A. Murthy, Corporate Accounting, Vol I, Margham Publications 2014.

OBJECTIVE:

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

UNIT I COMMERCIAL LAW 9
THE INDIAN CONTRACT ACT 1872

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

THE SALE OF GOODS ACT 1930

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller - Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

UNIT II COMPANY LAW 9

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

UNIT III INDUSTRIAL LAW 9

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

UNIT IV INCOME TAX ACT AND SALES TAX ACT 9

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

UNIT V CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS 9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

TOTAL: 45 PERIODS

OUTCOME:

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

TEXT BOOKS

- N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India, 2006.
- P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
- Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.

REFERENCES

- P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
- Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
- Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.
- Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
- Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012
- Ravinder Kumar– Legal Aspect of Business.– Cengage Learning, 2nd Edition-2011.

OBJECTIVE:

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

UNIT I FOCUS AND PURPOSE**5**

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

UNIT II INDIVIDUAL BEHAVIOUR**12**

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement-Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – Importance – Types – Effects on work behavior.

UNIT III GROUP BEHAVIOUR**10**

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

UNIT IV LEADERSHIP AND POWER**8**

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**10**

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness Developing Gender sensitive workplace

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

TEXT BOOKS

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

REFERENCES

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

OBJECTIVE:

- To learn the applications of statistics in business decision making.

UNIT I INTRODUCTION**9**

Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT II SAMPLING DISTRIBUTION AND ESTIMATION**9**

Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III TESTING OF HYPOTHESIS - PARAMETIRC TESTS**9**

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV NON-PARAMETRIC TESTS**9**

Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V CORRELATION AND REGRESSION**9**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL: 45 PERIODS**OUTCOME:**

To facilitate objective solutions in business decision making under subjective conditions.

TEXT BOOKS:

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

REFERENCES:

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

OBJECTIVES :

- To familiarize learners with the mechanics of writing
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

UNIT I PERSONAL COMMUNICATION 12

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific - Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information, oral reports, extempore.

UNIT II EMPLOYABILITY SKILLS 12

Interview skills – HR and technical – Types of interview, preparation for interview, mock interview, Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques. Time management and effective planning – identifying barriers to effective time management, time management techniques, relationship between time management and stress management.

UNIT III WORK PLACE COMMUNICATION 12

e-mails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

UNIT IV RESEARCH WRITING 12

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

UNIT V WRITING FOR MEDIA AND CREATIVE WRITING 12

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

TOTAL: 60 PERIODS

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

OUTCOMES :

Learners should be able to

- Get into the habit of writing regularly.
- Express themselves in different genres of writing from creative to critical to factual writing.
- Take part in print and online media communication
- Read quite widely to acquire a style of writing and
- Identify their area of strengths and weaknesses in writing.
- Speak confidently with any speakers of English, including native speakers.
- Speak effortlessly in different contexts – informal and formal.

REFERENCES :

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly, 2009. Lesikar's Basic Business Communication, 11th ed. Tata McGraw-Hill, New Delhi.
2. E.H. McGrath, S.J. 2012, Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi.

Management books

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

Blogs : Seth Godwin, Guy Kawasaki, Kiruba Shankar

Review : Harvard Business review

Reports : Deloitte Netsis

Magazines : Bloomberg Businessweek, Economist

3. Richard Denny, 'Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.

OBJECTIVE:

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

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)**9**

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS**9**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

UNIT III INTEGER PROGRAMMING AND GAME THEORY**9**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY**9**

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk – Decision trees – Decision making under uncertainty. Monte-carlo simulation.

UNIT V QUEUING THEORY AND REPLACEMENT MODELS**9**

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL: 45 PERIODS**OUTCOME:**

- To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.

TEXT BOOKS

- Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
- N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
- Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education, .

REFERENCES

- Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Seventh Edition, Third Indian Reprint 2004.
- G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
- Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
- Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
- Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

OBJECTIVES:

- To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

UNIT I INTRODUCTION**9**

Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

UNIT II RESEARCH DESIGN AND MEASUREMENT**9**

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

UNIT III DATA COLLECTION**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.

UNIT IV DATA PREPARATION AND ANALYSIS**9**

Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Conjoint Analysis - Application of statistical software for data analysis.

UNIT V REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH**9**

Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

- Students would become acquainted with the scientific methodology in business domain. They would also become analytically skillful. They would become familiar with the nuances of scientific communications.

TEXTBOOKS

- Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
- Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.
- Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
- William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

OBJECTIVES:

Facilitate student to

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

UNIT I FOUNDATIONS OF FINANCE:**9**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

UNIT II INVESTMENT DECISIONS:**9**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital.

UNIT III FINANCING AND DIVIDEND DECISION:**9**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter's – Model, Gordon's model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.

UNIT IV WORKING CAPITAL MANAGEMENT:**9**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management - Inventory management – Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

UNIT V LONG TERM SOURCES OF FINANCE:**9**

Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL: 45 PERIODS**OUTCOMES:**

- Possess the techniques of managing finance in an organization

TEXT BOOKS

1. I M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2015
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 7th edition, 2014.

REFERENCES

1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 13th Edition, 2014.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 13th edition, Cengage Learning 2013.
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2014.
5. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011

OBJECTIVE:

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

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 5

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

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE 8

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

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT 10

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

UNIT IV SUSTAINING EMPLOYEE INTEREST 12

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

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS 10

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXT BOOK

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

REFERENCES

- Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
- Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
- Wayne Cascio, Managing Human Resource, McGraw Hill, 2007.
- Ivancevich, Human Resource Management, McGraw Hill 2012.
- Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

OBJECTIVE

- To understand the importance of information in business
- To know the technologies and methods used for effective decision making in an organization.

UNIT I INTRODUCTION**10**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

UNIT II SYSTEM ANALYSIS AND DESIGN**10**

Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III DATABASE MANAGEMENT SYSTEMS**9**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart

UNIT IV SECURITY, CONTROL AND REPORTING**8**

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

UNIT V NEW IT INITIATIVES**8**

Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

TOTAL: 45 PERIODS**OUTCOME**

- Gains knowledge on effective applications of information systems in business

TEXT BOOKS

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.

REFERENCES

1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
4. Turban, McLean and Wetherbe, Information Technology for Management –Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
6. James O Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
7. Ralplh Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.

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DIRECTOR

OBJECTIVE:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT 9

Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework; Supply Chain Management

UNIT II FORECASTING, CAPACITY AND FACILITY DESIGN 9

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS 9

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

UNIT IV MATERIALS MANAGEMENT 9

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Overview of JIT.

UNIT V SCHEDULING AND PROJECT MANAGEMENT 9

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS**OUTCOMES:**

- Understanding of the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

TEXT BOOKS

- Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
- Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

REFERENCES

- William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
- Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
- Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
- Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
- Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
- Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
- Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.

OBJECTIVE:

- To learn the major initiatives taken by a company's top management on behalf of corporates, involving resources and performance in external environments. It entails specifying the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

UNIT I STRATEGY AND PROCESS**9**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

UNIT II COMPETITIVE ADVANTAGE**9**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

UNIT III STRATEGIES**10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION**9**

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

UNIT V OTHER STRATEGIC ISSUES**8**

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL: 45 PERIODS**OUTCOMES :**

- This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organisational perspectives the development of appropriate organisational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organisational as well as technical aspects.

TEXTBOOKS

- Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
- John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
- Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008

REFERENCES

- Adriau H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
- Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.

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3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012

BA7211 DATA ANALYSIS AND BUSINESS MODELING

**L T P C
0 0 4 2**

OBJECTIVE

- to have hands-on experience on decision modeling

[Business models studied in theory to be practiced using Spreadsheet / Analysis Software]

| S.No. | Exp. No. | Details of experiments | Duration |
|-------|----------|--------------------------------------|----------|
| | | Name | |
| 1 | 1 | Descriptive Statistics | 4 |
| 2 | 2 | Hypothesis - Parametric | 4 |
| 3 | 3 | Hypothesis – Non-parametric | 4 |
| 4 | 4 | Correlation & Regression | 4 |
| 5 | 5 | Forecasting | 4 |
| 6 | - | Extended experiment – 1 | 4 |
| 7 | 6 | Portfolio Selection | 4 |
| 8 | 7 | Risk Analysis & Sensitivity Analysis | 4 |
| 9 | 8 | Revenue Management | 4 |
| 10 | - | Extended experiment – 2 | 4 |
| 11 | 9 | Transportation & Assignment | 4 |
| 12 | 10 | Networking Models | 4 |
| 13 | 11 | Queuing Theory | 4 |
| 14 | 12 | Inventory Models | 4 |
| 15 | - | Extended experiments – 3 | 4 |

- Spreadsheet Software and
- Data Analysis Tools

TOTAL: 60 PERIODS

COURSE OUTCOME

- Knowledge of spreadsheets and data analysis software for business modeling

TEXTBOOKS

1. David M. Levine et al, “Statistics for Managers using MS Excel’ (6th Edition) Pearson, 2010
2. David R. Anderson, et al, ‘An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th edition) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozcgur, ‘Introduction to Management Science with Spreadsheet’, Tata McGraw Hill, 2009.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd edition, Microsoft Press, 2011.
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
6. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011.

OBJECTIVE:

- To familiarise the students to the basic concepts of international business management

UNIT I INTRODUCTION**6**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.

UNIT II INTERNATIONAL TRADE AND INVESTMENT**11**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

UNIT III INTERNATIONAL STRATEGIC MANAGEMENT**11**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS**11**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**6**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

TEXTBOOKS

- Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
- K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.
- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
- Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
- Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

OBJECTIVE:

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

UNIT I INTRODUCTION**9**

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**9**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT III STATISTICAL PROCESS CONTROL**9**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

UNIT IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**9**

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

UNIT V QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION**9**

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

TOTAL: 45 PERIODS**OUTCOME:**

- To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

TEXT BOOKS

- Dale H. Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
- Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.

REFERENCES

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

OBJECTIVE:

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

UNIT I INTRODUCTION**8**

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

UNIT II BRAND STRATEGIES**10**

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

UNIT III BRAND COMMUNICATIONS**8**

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

UNIT IV BRAND EXTENSION**9**

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

UNIT V BRAND PERFORMANCE**10**

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

TOTAL: 45 PERIODS**OUTCOME:**

- To successfully establish and sustain brands and lead to extensions

TEXT BOOKS

- Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3rd Edition, 2007.
- Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012

REFERENCES

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

OBJECTIVE:

- To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

UNIT I INTRODUCTION**9**

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions.

UNIT II CONSUMER BEHAVIOR MODELS 9
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.

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

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

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

TOTAL: 45 PERIODS

OUTCOME:

- The student will understand the influences on customer choice and the process of human decision making in a marketing context.

TEXT BOOKS

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.
2. Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.

REFERENCES

1. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
3. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.
4. Abbael, Consumer behavior: A strategic approach (Indian edition 2005) Wiley 2012.
5. Hed, Hoyer. Consumer behavior, 2008 edition Wiley 2012.
6. Das Gupta. Consumer behavior, 2008 edition, Wiley 2012.
7. Shri Prakash. Theory of Consumer behavior, I edition, Vikas 2012.
8. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

BA7003

CUSTOMER RELATIONSHIP MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

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

UNIT I INTRODUCTION 9
Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II UNDERSTANDING CUSTOMERS 9
Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III CRM STRUCTURES 9
Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV CRM PLANNING AND IMPLEMENTATION 9
Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V TRENDS IN CRM 9
e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

TOTAL:45 PERIODS

OUTCOME :

- To use strategic customer acquisition and retention techniques in CRM.

TEXT BOOKS

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

REFERENCES

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

BA7004

DIRECT MARKETING

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

OBJECTIVE:

- The objective of this course is to study the scope of direct marketing mainly for lead generation and retention activities in both business to business and business to consumer environments, learn the basics of direct marketing and the importance of the offer, list and creative in response rates

UNIT I DIRECT MARKETING & INTERACTIVE MARKETING 9

Direct marketing- Concept, growth and benefits, limitations – variants of Direct Marketing- Main tasks – lead generation, customer acquisition, development and retention. The key principles of targeting, interaction, control and continuity- Catalysts of change in modern marketing –From distance selling to interactive marketing. Direct marketing in real-time –interactive marketing, Direct marketing vs. marketing thru Channels

UNIT II METHODS OF DIRECT MARKETING 9

Traditional Methods of Direct Marketing- Telemarketing - Multi Level Marketing (MLM) - Personal Selling - Automatic Vending Machines -Exhibition - Trade fares - Catalogue Marketing - Direct Mail – Company showrooms- factory outlets-own distribution- Increasing use of Web-based retailing

UNIT III TECHNOLOGY IN DIRECT MARKETING**9**

Technology that enables Direct & Interactive Marketing: Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications. Customer data, Different types, its value and management. Data-driven marketing planning – Introduction to CRM and e-CRM. The Impact of Databases - Consumer and Business Mailing Lists- Data fusion – marketing research and the customer database -Setting up a customer database - structure, function, data sources, software, processors, Real-time data collection for the website.

UNIT IV DIRECT MARKETING COMMUNICATION**9**

Integrating Direct Marketing Media: The role of brands and personalized marketing communications - Media channels in a multi media age – Building brands through response and optimizing integrated communications –Differences between direct marketing media and non-direct media- Unique Characteristics of addressable media (direct mail, email, fax, phone, SMS) - lists, costs, duplications, privacy - Press, inserts and door-to-door - formats, costs and response.

UNIT V CHANNELS AND ADVANCEMENTS IN DIRECT MARKETING**9**

Technology mediated marketing channels - Interactive TV, mobile and SMS – the advance in digital marketing - Automatic vending machines- kiosk marketing- Direct mailing- Direct response methods- Home shopping/ teleshopping network- Creating Direct Mail Advertising - Online web advertising and email/permission Marketing- Data Protection and Privacy-self-regulation and codes of practice.

TOTAL: 45 PERIODS**OUTCOMES:**

- This course will create an insight to develop a comprehensive direct marketing strategy and improve prospecting skills learn the measurement techniques used in evaluating direct marketing efforts to know the ethical and legislation impacting direct marketing.

TEXT BOOKS

1. Successful Direct Marketing Methods-Bob Stone and Ron Jacobs.
2. Hillstrom's Database Marketing by Kevin Hillstrom
3. The Engaged Customer-The New Rules of Internet Direct Marketing by Hans Peter Brondmo

REFERENCE BOOKS

1. Direct marketing management, Second Edition, Prentice Hall Publications - Mary Lou Roberts, Paul D. Berger
2. The Complete Guide to Direct Marketing- Creating BreakThrough Programs that Really Work, Kaplan Publishing - Chet Meisner

BA7005**EVENT MARKETING****L T P C
3 0 0 3****OBJECTIVE:**

- To Understand the structure of event industry, economy, culture and trends of Market.

UNIT I INTRODUCTION**9**

An overview of event marketing – types of events – Understanding the structure of event industry, economy, culture and trends – Marketing skills for event marketers, requirement analysis .

UNIT II DESIGNING EVENT MARKETING**9**

Application of Marketing mix to events – designing and developing – Adoption of events – Event life cycle analysis – Key drivers influencing strategic planning and execution of different types of events – Branding issues for events.

UNIT III PRICING STRATEGIES 9
Pricing methods for events – Approach towards sponsorships, funding agencies - types and choice of sponsorships – Profitability analysis – Negotiations for the best deal.

UNIT IV EVENT PROMOTION 9
Campaign for sports cultural - Entertainment - Formal functions – Event advertising – Establishment – Festivals – Conventions – Exhibitions - Public relations – Interpersonal relationship – Media management – Role of regulatory authorities.

UNIT V EVENT DELIVERY 9
Dealing with agents, Promoters and event executors – Event Planning Implementation and evaluation from stake holders perspectives - Concepts and practices of Marketing research on event related issues.

TOTAL: 45 PERIODS

OUTCOME:

- Applying the Concepts and practices of Marketing research on event related issues.

TEXTBOOKS

1. Leonard H.Hoyle, Event Marketing : How to successfully promote Events, Festivals, Conventions and Exposition, John Wiley and Sons, 2002.
2. Lieberman, Patricia Esgate, Pat Esgate, The Entertainment Marketing Revolution : Bringing the Moguls, the Media, and the Magic to the world, FT Press, 2002.

REFERENCES

1. Julia Rutherford Silvers and Joe Goldblatt, Professional Event Coordination, John Wiley, 2003
2. Allison Saget, The Event Marketing Handbook : Beyond Logistics & planning, Kaplan Publishing, 2006.
3. Shannon Kilkenny, The complete guide to successful Event Planning : A guide book to producing Memorable Events, Atlantic Publishing Company.
4. Judy Allen, Event Planning, Wiley India, 2007.
5. Gaur S S / Saggene S V. Event Marketing and Management, I edition.
6. Hoyle, Event Marketing-Wiley India.

BA7006 INTEGRATED MARKETING COMMUNICATION L T P C
3 0 0 3

OBJECTIVE:

- This course introduces students to the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.

UNIT I INTRODUCTION TO ADVERTISEMENT 9
Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.

UNIT II ADVERTISEMENT MEDIA 9
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – case studies.

UNIT III SALES PROMOTION**9**

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

UNIT IV PUBLIC RELATIONS**9**

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Realtions (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies.

UNIT V PUBLICITY**9**

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns

TOTAL: 45 PERIODS**OUTCOMES:**

- Insight into the importance of advertising and sales promotion campaigns planning and objective setting in relation to consumer decision making processes.

TEXTBOOKS

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

REFERENCES

1. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
2. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
3. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
4. Jaishri Jefhwaney, Advertising Management, Oxford, 2008.

PROGRESS THROUGH KNOWLEDGE

BA7007**INTERNATIONAL MARKETING****L T P C
3 0 0 3****OBJECTIVES:**

- To understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

UNIT I INTRODUCTION**9**

International markets – Definition – Basic modes of entry – Nature of International Marketing-Benefits of International Marketing-- International Marketing Task – World Trade – India's Foreign Trade – Characteristics of MNCs - Global and Domestic marketing - International Product Life cycle – EPRG Framework - Institutional set up – Advisory bodies – Commodity organizations – Service Institutions – Government participation in Foreign Trade

UNIT II INTERNATIONAL MARKETING ENVIRONMENT 9

Business culture around the world- language, customs, attitudes - marketing strategy adjustments - product adaptations. Geographic Description of Market – Political risk – Political Environment - Import quotas – tariffs - customs restrictions - required licenses – registrations – permits. Development and scope of International law – INCOTERMS – WTO – GATT - Current economic conditions of the country or countries involved - credit worthiness of the international buyer/seller – Regional economic groupings its influences in market.

UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS 9

India's Export – Import policy – Exim Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures - Demand Estimation – GDP – Producer consumer target – Market segmentation.

UNIT IV INTERNATIONAL MARKETING PLANNING 9

International Market Selection – Factors influencing – Process – Strategies and approaches – Competition-International Marketing research – Global scene- International marketing research procedure – Techniques – survey – interview techniques – Analysis of field data – Research report-International Marketing Planning and Control – Framework – marketing control – Control sequence-

UNIT V INTERNATIONAL MARKETING MIX 9

Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing-Current trends in international Marketing.

TOTAL: 45 PERIODS

OUTCOMES:

- This course will bring the learning the opportunities and problems that face a marketer when operating abroad. International Marketing may need to be rethought when applied outside the home environment. This course will introduces the notion of national culture as an important factor in deciding why different products may be more or less successful in different countries, and why a marketing campaign that succeeds in one country may fail elsewhere.

TEXT BOOKS

1. Global Marketing, Third Edition, by Warren J. Keegan and Mark C. Green, Prentice Hall, N.J. 2003. (ISBN 0-13-066998-9)
2. Philip .R. Cateora, John.L.Graham. Prasanth Salwan. International Marketing, Tata McGraw Hill, 13 th edition, (2008)

REFERENCES

1. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi, 1997.
2. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi, 1997
3. The Lexus and the Olive Tree: Understanding Globalization by Thomas L. Friedman, Anchor Books, May 2000. ISBN: 0-385-40034.

OBJECTIVE:

- To utilise Financial perspectives in Marketing Metrics.

UNIT I INTRODUCTION

9

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

UNIT II CUSTOMER AND BRAND METRICS

9

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers' satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

UNIT III COMMUNICATION AND PRICING METRICS

9

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

UNIT IV CHANNEL METRICS

9

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT V ADDITIONAL METRICS

9

Financial implications on Research and development – Training of sales force. Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

TOTAL: 45 PERIODS**OUTCOME:**

- Application of Brand Metrics, life time value.

REFERENCES

- Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
- John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
- Ned L. Roberto and John Davis, Metrics Driven Marketing,
- Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.
- David J. Reibstein, Marketing Metrics, Pearson Education (USA).
- Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.
- Lilien, Kotter & Morthy, Marketing Models, PHI, 2008.
- Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.

OBJECTIVE:

- To understand the concepts of effective retailing

UNIT I INTRODUCTION

9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

| | | |
|---|---------------------------------|--------------------------|
| UNIT II | RETAIL FORMATS | 9 |
| Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats. | | |
| UNIT III | RETAILING DECISIONS | 9 |
| Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Mercandising and category management – buying. | | |
| UNIT IV | RETAIL SHOP MANAGEMENT | 9 |
| Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends . | | |
| UNIT V | RETAIL SHOPPER BEHAVIOUR | 9 |
| Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India. | | |
| | | TOTAL: 45 PERIODS |

OUTCOME:

- To manage the retail chains and understand the retail customer's behavior

TEXTBOOKS

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

REFERENCES

1. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
3. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
4. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
5. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008
6. Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.



BA7010

RURAL MARKETING

L T P C
3 0 0 3

OBJECTIVES:

- The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.

| | | |
|--|------------------------------------|----------|
| UNIT I | OVERVIEW OF RURAL MARKETING | 9 |
| Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context-Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing. | | |

Attested
Sobhan
DIRECTOR
Centre For Academic Courses
Anna University, Chennai-600 025.

- UNIT II RURAL MARKETS & DECISION 9**
 Profile of Rural Marketing Dimensions & Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Position- Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing Integrated Marketing Communication in Rural Marketing.
- UNIT III PRODUCT & DISTRIBUTION 9**
 Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Brand Management in Rural Marketing- Rural Distribution in channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.
- UNIT IV RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH 9**
 Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.
- UNIT V TRENDS IN RURAL MARKETING 9**
 e- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

TOTAL: 45 PERIODS

OUTCOMES:

- Perspectives of rural marketing and the knowledge of the emerging managerial initiatives and relevant frameworks in rural marketing, institutions engaged in rural marketing

TEXT BOOKS

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

REFERENCES

1. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
2. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
3. Rural Marketing – U.C.Mathur, excel books, 1/e
4. Indian Rural Marketing Rajagopal Rawat Publishers
5. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

BA7011

SERVICES MARKETING

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

OBJECTIVE:

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

UNIT I INTRODUCTION 9
 Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

UNIT II SERVICE MARKETING OPPORTUNITIES 9
 Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

| | | |
|--|---------------------------------------|--------------------------|
| UNIT III | SERVICE DESIGN AND DEVELOPMENT | 9 |
| Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development. | | |
| UNIT IV | SERVICE DELIVERY AND PROMOTION | 9 |
| Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication. | | |
| UNIT V | SERVICE STRATEGIES | 9 |
| Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services | | |
| | | TOTAL: 45 PERIODS |

OUTCOME:

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

TEXT BOOKS

1. Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.

| | | |
|---------------|-------------------------|----------------|
| BA7012 | SOCIAL MARKETING | L T P C |
| | | 3 0 0 3 |

OBJECTIVE:

- To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

UNIT I INTRODUCTION 9
 Social marketing - Definition - Scope and concept - Evolution of Social marketing - Need for Social marketing - A comparative study between Commercial and Social marketing - Use of market research - social change tools - Factors influencing Social marketing - Challenges and opportunities.

UNIT II SOCIAL MARKETING PROCESS AND PLANNING 9
 Introduction - Environment Monitoring - Social Class and self-efficacy - social capital - Social ecology - Advocacy - A global phenomenon - Social marketing Process - Stages - Ethical considerations. Planning - Formative Research in Social marketing. Analysis - Problem - Environment - Resource.
 Segmentation - Motives and benefits - Sheth's and Frazier's attitude - behavior segmentation - Stage approach to segmentation - Selecting target audiences - Cross cultural targeting - cultural and individual tailoring.

UNIT III SOCIAL MARKETING MIX 9
 Social marketing mix - policy - product - place - price - promotion - people - partnership. Rating & Reviews - Virtual world - Using media in social marketing - Importance - effectiveness of mass media in social marketing - Practical model for media use in social marketing - Advertisement -Publicity - Edutainment - Civic or Public - Choosing media & methods.

Attested

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 Centre For Academic Courses
 Anna University, Chennai-600 025.

Role of media in social marketing campaigns - planning and developing Social media campaigning – Campaign vs Programme - Programme planning models – conceptual model Lawrence Green's PRECEDE-PROCEED model.

UNIT IV ETHICAL ISSUES AND CHALLENGES 9

Ethical principles - Codes of behaviour - Critics of social marketing - Critic of power imbalance in social marketing - Criticism of unintended consequences - Competition in social marketing- Definition - monitoring - countering competition - competition and principle of differential advantage - Internal competition.

UNIT V TRENDS IN SOCIAL MARKETING 9

Future of Social marketing - setting priorities in social marketing - Repositioning strategies- Future of Public sector – NGO – Private sector social marketing.

Social Media marketing - Importance - Big Brands & Small business - E mail marketing -Social Media Tools –Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

TOTAL: 45 PERIODS

OUTCOME:

- Applying Ethical Principles in Social Marketing through advanced marketing medias

TEXT BOOKS

1. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
2. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).

REFERENCES

1. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007
3. Social marketing in the 21st Century- Alan R. Andreasen- sage Publication, 2012

**BA7013 BANKING FINANCIAL SERVICES MANAGEMENT L T P C
3 0 0 3**

OBJECTIVES:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks
- Understand e-banking and the threats that go with it.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM 9

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS 9

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT II CREDIT MONITORING AND RISK MANAGEMENT 9
Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 9
Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V HIGH TECH E-BANKING\ 9
Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

TOTAL: 45 PERIODS

OUTCOMES:

- Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks

TEXT BOOKS

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

REFERENCES :

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

BA7014

CORPORATE FINANCE

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

OBJECTIVE :

Student will acquire

- Nuances involved in short term corporate financing
- Good ethical practices

UNIT I INDUSTRIAL FINANCE 9

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

UNIT II SHORT TERM-WORKING CAPITAL FINANCE 6

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

UNIT III ADVANCED FINANCIAL MANAGEMENT 12

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

UNIT IV FINANCING DECISION 10
Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment- financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE 8
Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 PERIODS

OUTCOME

- Good ethical corporate manager

TEXT BOOKS

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

REFERENCES

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

BA7015

DERIVATIVES MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE :

To enable students

- Understand the nuances involved in derivatives
- Understand the basic operational mechanisms in derivatives

UNIT I INTRODUCTION 10
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II FUTURES CONTRACT 10
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT III OPTIONS 10
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

UNIT IV SWAPS 7
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

Attested

Sobhan
DIRECTOR

UNIT V DERIVATIVES IN INDIA**8**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

TOTAL: 45 PERIODS**OUTCOME**

- Possess good skills in hedging risks using derivatives

TEXT BOOKS

1. John.C.Hull, 'Options, Futures and other Derivative Securities', PHI Learning, 9th Edition, 2012
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs',– PHI Learning, 2011.

REFERENCES

1. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
2. Varma, Derivatives and Risk Management, 2ndnd Edition, 2011.
3. David Dufresne – 'Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011.
5. Website of NSE, BSE.

BA7016**INTERNATIONAL TRADE FINANCE****L T P C
3 0 0 3****OBJECTIVES :**

To enable student

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

UNIT I INTERNATIONAL TRADE**9**

International Trade – Meaning and Benefits – Basis of International Trade –Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

UNIT II EXPORT AND IMPORT FINANCE**9**

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc..) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT III FOREX MANAGEMENT**9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE**9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

*Attested**Sobhan*
DIRECTOR

UNIT V EXPORT PROMOTION SCHEMES **9**
 Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT
 Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export
 Promotion – EPZ – EQU – SEZ and Export House.

TOTAL: 45 PERIODS

OUTCOME

- Possess good knowledge on international trade and the documentation involved in it.

TEXT BOOKS

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

REFERENCES

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

BA7017 **MERCHANT BANKING AND FINANCIAL SERVICES** **L T P C**
3 0 0 3

OBJECTIVES :

To enable student

- Understand the modes of issuing securities
- Acquire financial evaluation technique of leasing and hire purchase

UNIT I MERCHANT BANKING **5**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

UNIT II ISSUE MANAGEMENT **12**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FII, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT III OTHER FEE BASED SERVICES **10**

Advisory services relating to Mergers and Acquisitions – Valuation, Financing, Negotiation & Deal structuring - Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Operations & Regulatory mechanism – Mutual Fund Schemes / Products.

UNIT IV FUND BASED FINANCIAL SERVICES **10**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

UNIT V OTHER FUND BASED FINANCIAL SERVICES **8**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital financing – steps involved in selection of investment proposal and investment nurturing.

TOTAL: 45 PERIODS

OUTCOME

- Good knowledge on merchant banking activities

TEXT BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 7th Edition, 2013
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

REFERENCES:

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI - <http://www.sebi.gov.in/sebiweb/>

BA7018

MERGERS AND ACQUISITIONS

L T P C
3 0 0 3

OBJECTIVES :

To enable student to understand

- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available take over defenses

UNIT I INTRODUCTION

9

Corporate Restructuring – meaning, objectives, types and forms, motives for restructuring – meaning of Mergers and Acquisitions, types, causes, distinction between Mergers and Acquisitions, Merger procedure, Scheme for Merger, theories of Merger, cross border Mergers and Acquisitions.

UNIT II REGULATORY FRAMEWORK FOR MERGERS AND ACQUISITION

9

Compliance with Indian Companies Act, Competition Act 2002, Income Tax Act 1961, Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011.

UNIT III MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

11

Due Diligence – types, screening due diligence, challenges and checklist - Valuation for Merger and Acquisition – concepts of value, methods of Enterprise and Equity valuation, Brand, Goodwill, Human resources, Customer Relationships valuation, Firm valuation, Cost of Capital, Relative valuation, Issues in Valuation, Synergy and Value creation – Financing Mergers and Acquisitions – equity, debt and venture capital funds – Negotiation, Deal structuring and Methods of payments in mergers and acquisitions – Accounting for Mergers and Acquisitions.

UNIT IV POST-MERGER INTEGRATION

8

Critical success factors for post-merger integration, Ingredients of integration, Timing and Speed of integration, Approaches to integration, Challenges in integration, Steps for successful integration, Cultural integration, Redesigning post merger cultural process.

UNIT V CORPORATE CONTROL MECHANISM AND TAKEOVER DEFENSES

8

Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

TOTAL: 45 PERIODS

COURSE OUTCOMES :

- Student will be equipped with the nuances involved in mergers and acquisition process and the techniques required to handle post merger

TEXTBOOKS

1. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
2. Jay M. Desai and Nisarg A. Joshi, Mergers and Acquisitions, Biztantra, New Delhi, 2012.

REFERENCES

1. Kamal Ghosh Ray, PHI Learning Private Limited, New Delhi, 2010.
2. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.
3. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Fifth Edition, Wiley India, 2011.

BA7019

MICRO FINANCE

L T P C
3 0 0 3

OBJECTIVES :

Enable students to

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

UNIT I INTRODUCTION TO MICROFINANCE

9

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Micro credit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending -Flexible approaches to collateral-Frequent & public installment for loan & saving products

UNIT II FINANCIAL AND OPERATIONAL EVALUATION

9

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.

Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

UNIT III OTHER EVALUATIONS OF MICROFINANCE

9

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing – Competition - Risks.

Institutional Evaluation - Appraisals and ratings - Legal compliance- Issues in Governance Social Evaluation - Social performance Measurement - Indicators - Tools – Progress out of poverty index – Transparency – Ethics

UNIT IV MICROFINANCE IN INDIA

9

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

UNIT V ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE

9

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

TOTAL: 45 PERIODS

OUTCOME

- Possess good knowledge in micro finance management

TEXTBOOKS

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.

REFERENCES

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

OBJECTIVES:

Enable students to

- Understand risk management
- Understand the basics of insurance

UNIT I INTRODUCTION TO RISK MANAGEMENT

9

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk

UNIT II RISK AVERSION & MANAGEMENT TECHNIQUES

9

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk

UNIT III RISK MANAGEMENT TOOLS

9

Options – Forward contracts – Future contracts – SWAPS – Hedging – Optimal hedges for the real world.

UNIT IV INTRODUCTION TO INSURANCE

9

General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

UNIT V INSURANCE AS A RISK MANAGEMENT TECHNIQUE

9

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

TOTAL: 45 PERIODS**OUTCOME**

- Will know the techniques involved in managing different types of risks

TEXT BOOKS:

1. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, 'Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.

REFERENCES

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
2. Stulz, Risk management and Derivaties, Cengage Learning, 2nd Edition, 2011.
3. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.
4. Nalini Prave Tripathy, and Prabir Pal, Insurance – Theory and Practice, Prentice hall of India, 2010.
5. George E Rejda, Principles of Risk Management and Insurance, Pearson Education, 8th Edition, 2009.

OBJECTIVES :

Enables student to

- Understand the nuances of stock market operations
- Understand the techniques involved in deciding upon purchase or sale of securities

| | | |
|---|-----------------------------|-----------|
| UNIT I | INVESTMENT SETTING | 8 |
| Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts. | | |
| UNIT II | SECURITIES MARKETS | 10 |
| Financial Market-Segments–Types-Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –Stock market indices – calculation – SEBI. | | |
| UNIT III | FUNDAMENTAL ANALYSIS | 9 |
| Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios. | | |
| UNIT IV | TECHNICAL ANALYSIS | 9 |
| Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory. | | |
| UNIT V | PORTFOLIO MANAGEMENT | 9 |
| Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds | | |

TOTAL: 45 PERIODS

OUTCOME:

- Become a good investment analyst

TEXT BOOKS:

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

REFERENCES:

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
2. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
3. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
4. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.
5. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

BA7022 STRATEGIC INVESTMENT AND FINANCING DECISIONS

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

OBJECTIVES:

Enable students to

- Acquire techniques of evaluating strategic investment decisions
- Understand the causes of prediction modes and financial distress

| | | |
|---|--|----------|
| UNIT I | INVESTMENT DECISIONS | 9 |
| Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty – Risk analysis in Investment decision – Types of investments and disinvestments. | | |
| UNIT II | CRITICAL ANALYSIS OF PROJECT S | 9 |
| Market and Demand Analysis - Analysis of Technical arrangements – Investment decisions under capital constraints – Capital rationing, Portfolio – Portfolio risk and diversified projects. | | |
| UNIT III | FINANCING DECISIONS | 9 |
| Financial estimates and projections – estimates of sales, production, working capital, profitability – Financing of projects – various sources of funds – Raising capital in international markets and through venture capital. | | |
| UNIT IV | STRATEGIC ANALYSIS OF SELECT INVESTMENT DECISIONS | 9 |
| Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision. | | |
| UNIT V | FINANCIAL DISTRESS | 9 |
| Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy. | | |

TOTAL: 45 PERIODS

OUTCOME:

- Possess good knowledge in techniques for making strategic investment decision and tackling financial distress

TEXT BOOKS:

1. Prasanna Chandra, Financial Management, 9th Edition, Tata McGraw Hill, 2012.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011

REFERENCES:

1. Bodie, Kane, Marcus : Investment, Edition 10th ,Tata McGraw Hill, New Delhi 2013.
2. Brigham E. F & Houston J.F. Financial Management, kindle edition, Thomson Publications, 2012.
3. I. M.Pandey, Financial Management , Vikas Publishing House, 2010.
4. M.Y.Khan and P.K.Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2011.
5. Website of IDBI related to project finance

BA7023

ENTREPRENEURSHIP DEVELOPMENT

L T P C
3 0 0 3

OBJECTIVE:

- To develop and strengthen entrepreneurial quality and motivation in students. To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.

| | | |
|---|-----------------------------------|----------|
| UNIT I | ENTREPRENEURIAL COMPETENCE | 6 |
| Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur. | | |

UNIT II ENTREPRENEURIAL ENVIRONMENT 12
Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.

UNIT III BUSINESS PLAN PREPARATION 12
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital - Budgeting Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS 10
Finance and Human Resource Mobilization Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, IT startups.

UNIT V MANAGEMENT OF SMALL BUSINESS 5
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

TOTAL: 45 PERIODS

OUTCOME:

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

TEXT BOOKS:

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

REFERENCES:

1. Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra ,2nd Edition ,2005
2. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 1996.
3. P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
4. Arya Kumar. Entrepreneurship. Pearson. 2012
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

BA7024 INDUSTRIAL RELATIONS AND LABOUR WELFARE L T P C
3 0 0 3

OBJECTIVE:

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

UNIT I INDUSTRIAL RELATIONS 7
Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

UNIT II INDUSTRIAL CONFLICTS 12
Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III LABOUR WELFARE 8
Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

Attested

Sobhan
DIRECTOR

UNIT IV INDUSTRIAL SAFETY**9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR**9**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

TOTAL: 45 PERIODS**OUTCOME:**

- Students will know how to resolve industrial relations and human relations problems and promote welfare of industrial labour.

TEXT BOOKS

1. Matoria C.B. and Sathish Matoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012

REFERENCES

1. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
2. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
3. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
4. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
5. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004

BA7025**LABOUR LEGISLATIONS****L T P C
3 0 0 3****OBJECTIVE:**

- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level. To familiarise the students to the practical problems inherent in the implementation of labour statutes.

Contained in the following acts are to be studied.

| | Periods |
|---|---------|
| 1. The Factories Act, 1948 | 3 |
| 2. The Trade Unions Act, 1926 | 4 |
| 3. The Payment of Wages Act, 1936 | 3 |
| 4. The Minimum Wages Act, 1948 | 2 |
| 5. The Industrial Disputes Act, 1947 | 5 |
| 6. The Workmen's Compensation Act, 1923 | 2 |
| 7. The Payment of Gratuity Act, 1972 | 3 |
| 8. The Payment of Bonus Act, 1965 | 3 |
| 9. The Employee's Provident Fund & Misc. Act, 1952 | 3 |
| 10. The Employees State Insurance Act, 1948 | 4 |
| 11. The Industrial Employment (Standing Orders) Act, 1946 | 3 |
| 12. The Apprentices Act, 1961 | 2 |
| 13. The Equal Remuneration Act, 1976 | 2 |
| 14. The Maternity Benefit Act, 1961 | 2 |
| 15. Contract Labour Regulations and Abolition Act, 1970 | 2 |
| 16. The Child Labour Prevention and Regulation Act, 1986 | 2 |

TOTAL: 45 PERIODS

OUTCOMES:

- To appreciate the application of labour laws.
- Legal Provision relating to
 - a) Wages
 - b) Working Conditions and Labour Welfare
 - c) Industrial Relations
 - d) Social Security

TEXT BOOKS:

1. P.K. Padhi, Industrial Laws, PHI, 2008.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.

REFERENCES

1. Tax Mann, Labour Laws, 2008.
2. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2012
4. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
5. Respective Bare Acts.

BA7026**MANAGERIAL BEHAVIOUR AND EFFECTIVENESS****L T P C**
3 0 0 3**OBJECTIVE:**

- To examine managerial styles in terms of concern for production and concern for people. To assess different systems of management and relate these systems to organisational characteristics.

UNIT I DEFINING THE MANAGERIAL JOB**8**

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

UNIT II DESIGNING THE MANAGERIAL JOB**12**

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

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS**7**

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

UNIT IV ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS**8**

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

UNIT V DEVELOPING THE WINNING EDGE**10**

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

TOTAL: 45 PERIODS

OUTCOME:

- Students will gain knowledge about appropriate style of managerial behaviour.

REFERENCES:

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

BA7027 ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT**L T P C
3 0 0 3****OBJECTIVE:**

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

UNIT I ORGANISATION & ITS ENVIRONMENT 8

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

UNIT II ORGANIZATIONAL DESIGN 15

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

UNIT III ORGANISATIONAL CULTURE 6

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

UNIT IV ORGANISATIONAL CHANGE 6

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

UNIT V ORGANISATION EVOLUTION AND SUSTENANCE 10

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS**OUTCOME:**

- Students will be able to analyze organizations more accurately and deeply by applying organization theory.

TEXTBOOKS

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

REFERENCES:

1. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, Cengage learning, 9th edition 2011
2. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
5. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010.

BA7028

SOCIAL PSYCHOLOGY

L T P C
3 0 0 3

COURSE OBJECTIVE:

- To study social interaction and social influence. To understand the behavior and mental processes and enhances the ability to apply empirical knowledge to improve the lives of people.

| | | |
|---|--|-----------|
| UNIT I | INTRODUCTION TO SOCIAL PSYCHOLOGY | 6 |
| Social Psychology – Origin and development – Social behaviour and social thought – Applications in society and business. | | |
| UNIT II | PERCEIVING AND UNDERSTANDING OTHERS | 9 |
| Social perception – Nonverbal communication – Attribution – Impression formation and impression management. | | |
| UNIT III | COGNITION IN THE SOCIAL WORLD | 10 |
| Social cognition – Schemas – Heuristics – Errors – Attitudes & Behaviour – Persuasion – Cognitive dissonance – Self, Self Esteem & Social Comparison. | | |
| UNIT IV | INTERPERSONAL RELATIONS | 10 |
| Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction. | | |
| UNIT V | APPLIED SOCIAL PSYCHOLOGY | 10 |
| Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues. | | |

TOTAL: 45 PERIODS

COURSE OUTCOME:

- Students will gain knowledge on dynamics of intergroup relationships, conflict and cooperation and relationship between the individual and society.

TEXT BOOK

1. Baron, Byrne and Brascombe, Social Psychology, 11th Edition, Pearson, 2006.
2. David G. Myers, Social Psychology, Tata McGraw Hill, 8th Edition, 2005.

REFERENCES

1. Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
2. Howitt. Social Psychology. Tata McGraw Hill
3. Rohall et al. Social Psychology. PHI Learning. 2nd edition
4. Attitudes, Personality and Behaviour. Ajzer. Tata McGraw Hill
5. Hollway. Social Psychology Matters. Tata McGraw Hill

OBJECTIVE:

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

UNIT I HUMAN RESOURCE DEVELOPMENT**10**

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

UNIT II E-HRM**6**

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

UNIT III CROSS CULTURAL HRM**7**

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

UNIT IV CAREER & COMPETENCY DEVELOPMENT**10**

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

UNIT V EMPLOYEE COACHING & COUNSELING**12**

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

TOTAL: 45 PERIODS**OUTCOME:**

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

TEXT BOOKS

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

REFERENCES

- Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
- Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
- Monir Tayeb. International Human Resource Management. Oxford. 2007
- Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition
- McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011

OBJECTIVE:

- To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.

UNIT I UNDERSTANDING STRESS

6

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING

12

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – Techniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say 'No'.

UNIT III CRISIS MANAGEMENT

10

Implications – People issues – Environmental issues – Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

UNIT IV WORK PLACE HUMOUR

5

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

UNIT V SELF DEVELOPMENT

12

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

TOTAL: 45 PERIODS**OUTCOMES:**

- Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work.

REFERENCES

- Cooper, Managing Stress, Sage, 2011
- Waltshafer, Stress Management, Cengage Learning, 4th Edition 2009.
- Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
- Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
- Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
- Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012

OBJECTIVE

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

UNIT I INTRODUCTION

9

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

UNIT II DATABASE IMPLEMENTATION 9
Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III DISTRIBUTED DATABASES 9
Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

UNIT IV OBJECT ORIENTED DATABASES 9
Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

UNIT V EMERGING TRENDS 9
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

TOTAL: 45 PERIODS

OUTCOMES

- Awareness of database models
- Knowledge of database technologies

TEXT BOOKS

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

REFERENCES

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

BA7032 CLOUD COMPUTING L T P C
3 0 0 3

OBJECTIVE

- To understand basics of cloud computing for business management

UNIT I INTRODUCTION 9
Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

UNIT II IMPLEMENTATION AND CONTROL 9

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

UNIT III CLOUD COMPUTING FOR MANAGERS 9

Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.

UNIT IV APPLICATIONS OF CLOUD SERVICES 9

Applications – Online Planning and Task Management –Event Management – CRM- Cloud service development tools -word processing, databases, storing and file sharing on cloud.

UNIT V VIRTUAL OFFICE MANAGEMENT 9

Web-based communication tools –Web Mail Services –Web Conference Tools –Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

TOTAL: 45 PERIODS

OUTCOME

- Knowledge of various applications on cloud for efficient business management

TEXTBOOK

1. John W. Rittinghouse and James F. Ransome, “Cloud Computing Implementation, Management and Security”, 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurahb, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012

REFERENCES

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
3. Alfredo Mendoza, “Utility Computing Technologies, Standards, and Strategies”, Artech House INC, 2007
4. Bunker and Darren Thomson, “Delivering Utility Computing”, 2006, John Wiley & Sons Ltd.
5. George Reese, “Cloud Application Architectures”, O’reilly Publications, 2009.



**BA7033 DATAMINING FOR BUSINESS INTELLIGENCE L T P C
3 0 0 3**

OBJECTIVE

- To know how to derive meaning form huge volume of data and information
- To understand how knowledge discovering process is used in business decision making

UNIT I INTRODUCTION 9

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

UNIT II DATA WAREHOUSING 9

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

UNIT III DATA MINING TOOLS, METHODS AND TECHNIQUES 9
Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

UNIT IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9
Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

UNIT V BI AND DATA MINING APPLICATIONS 9
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 45 PERIODS

OUTCOMES

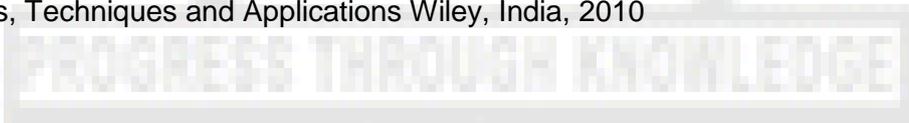
- Big Data Management
- Appreciate the techniques of knowledge discovery for business applications

TEXTBOOKS

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

REFERENCES

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



BA7034 DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS L T P C
3 0 0 3

OBJECTIVE

- To understand the components of DSS and IS
- To know the appropriate model to be used for a problem

UNIT I INTRODUCTION 9
Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

| | | |
|---|--|----------|
| UNIT II | DATA AND MODEL MANAGEMENT SYSTEMS | 9 |
| Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling. | | |
| UNIT III | GSS, ENTERPRISE DSS, KMS | 9 |
| Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools. | | |
| UNIT IV | KNOWLEDGE BASED DSS | 9 |
| Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques. | | |
| UNIT V | ADVANCED INTELLIGENT SYSTEMS | 9 |
| Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS. | | |

TOTAL: 45 PERIODS

OUTCOME

- Knowledge of designing DSS/IS for specific problems

TEXT BOOK

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010

REFERENCES

1. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006
2. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
3. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

BA7035

E - BUSINESS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE

- To understand the practices and technology to start an online business

| | | |
|---|-----------------------------------|-----------|
| UNIT I | INTRODUCTION TO e-BUSINESS | 8 |
| e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce | | |
| UNIT II | TECHNOLOGY INFRASTRUCTURE | 10 |
| Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software. | | |
| UNIT III | BUSINESS APPLICATIONS | 10 |
| Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing | | |

UNIT IV e-BUSINESS PAYMENTS AND SECURITY 9
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

UNIT V LEGAL AND PRIVACY ISSUES 8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL: 45 PERIODS

OUTCOME

- To know how to build and manage an e-business

TEXT BOOKS

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

REFERENCES

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

BA7036

ENTERPRISE RESOURCE PLANNING

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

OBJECTIVES

- To understand the business process of an enterprise
- To grasp the activities of erp project management cycle
- To understand the emerging trends in erp developments

UNIT I INTRODUCTION 8
Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.

UNIT II ERP SOLUTIONS AND FUNCTIONAL MODULES 10
Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.

UNIT III ERP IMPLEMENTATION 10
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

UNIT IV POST IMPLEMENTATION 8
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

UNIT V EMERGING TRENDS ON ERP 9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing.

TOTAL: 45 PERIODS

OUTCOMES

- Knowledge of ERP implementation cycle
- Awareness of core and extended modules of ERP

TEXTBOOK

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.

REFERENCES

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
5. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.
6. Summer, ERP, Pearson Education, 2008

BA7037 KNOWLEDGE MANAGEMENT SYSTEMS L T P C
3 0 0 3

OBJECTIVE

- . to know how to design and maintain knowledge management system

UNIT I INTRODUCTION 9
Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

UNIT II KNOWLEDGE MANAGEMENT MODELS 9
Major theoretical KM models, Von Krogh and Ros, Nonaka and Takeuchi, Choo sense-making KM model, Wiig model, Boisot I-space, Complex Adaptive System models, Tacit and Explicit knowledge capture.

UNIT III KM TOOLS STRATEGY AND METRICS 9
Knowledge acquisition and creation tools, Sharing and Dissemination tools, KM strategy, Knowledge audit, Gap analysis, KM metrics, Benchmarking, Balanced scorecard, House of Quality method.

UNIT IV KM IN ORGANISATION 9
Organisational culture, Organisational maturity models, KM team, Ethics of KM, future challenges for KM, Research issues, Knowledge application at individual, group and organisational levels, Knowledge reuse, Knowledge repositories.

UNIT V KNOWLEDGE LEADERSHIP 9
Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

TOTAL: 45 PERIODS

OUTCOME

- Knowledge of components in KMS and how to use in business environment for effective decision making

TEXTBOOK

1. Kimiz Dalkir, Knowledge Management in Theory and Practice, Butterworth – Heinemann 2011

REFERENCES

1. Stuart Barnes, Knowledge Management Systems – Theory and Practice, Cengage Learning, 2002.
2. Steven Cavaleri and Sharon Seivert with Lee W. Lee, Knowledge Leadership – The Art and Science of Knowledge based organisation, Butterworth – Heinemann, 2008
3. Shelda Debowski, Knowledge Management, Wiley India, 2007.

BA7038

SOFT COMPUTING

L T P C
3 0 0 3

OBJECTIVE

- To gain knowledge about soft computing for business decisions

UNIT I INTRODUCTION

9

History and Applications of Artificial Intelligence – Algorithmic versus Heuristic reasoning, Representation and Intelligence. Knowledge Representation: Rule based, Model based, Case based and hybrid systems. Logic based Abductive Inference, Stochastic approach to uncertainty.

UNIT II GENETIC ALGORITHMS

9

Introduction to Genetic Algorithms (GA) : Reproduction, Cross over, Mutation - Applications and software — Intelligent Agents – Multiple Agents and Data Mining – Distributed Artificial Intelligence.

UNIT III NEURAL NETWORKS

9

Machine Learning Using Neural Network, Adaptive Networks – Feed forward Networks – Supervised Learning Neural Networks – Radial Basis Function Networks - Reinforcement Learning – Unsupervised Learning Neural Networks – Adaptive Resonance architectures.

UNIT IV FUZZY LOGIC

9

Crisp set versus Fuzzy Sets – Operations on Fuzzy Sets –Fuzzy Arithmetic - Fuzzy Relations – Membership Functions- Fuzzy Rules and Fuzzy Reasoning – Fuzzy Inference Systems – Fuzzy Expert Systems – Fuzzy Decision Making.

UNIT V HYBRID SYSTEMS

9

Adaptive Neuro-Fuzzy Inference Systems - Hybrid intelligence systems – Opportunistic Scheduling and Pricing Strategies for Automated Contracting in Supply Chains – AHP- ANP – SEM – DEA .

TOTAL: 45 PERIODS

OUTCOME

- Knowledge of soft computing techniques and its application in business

TEXT BOOKS:

1. Jyh-Shing Roger Jang, Chuen-Tsai Sun, Eiji Mizutani, “Neuro-Fuzzy and Soft Computing”, Prentice-Hall of India, 2003.
2. George J. Klir and Bo Yuan, “Fuzzy Sets and Fuzzy Logic-Theory and Applications”, Prentice Hall, 1995.
3. James A. Freeman and David M. Skapura, “Neural Networks Algorithms, Applications, and Programming Techniques”, Pearson Edn., 2003.

REFERENCES:

1. Mitchell Melanie, "An Introduction to Genetic Algorithm", Prentice Hall, 1998.
2. David E. Goldberg, "Genetic Algorithms in Search, Optimization and Machine Learning", Addison Wesley, 1997.
3. Jacek M. Zurada, "Introduction to Artificial Neural Systems", PWS Publishers, 1992.
4. Prasad, Bhanu (Ed.), Soft Computing Applications in Business Series: Studies in Fuzziness and Soft Computing, Vol. 230, 2010
5. Aliev, Rafik Aziz, Fazlollahi, Bijan, Aliev, Rashad Rafik, Soft Computing and its Applications in Business and Economics Series: Studies in Fuzziness and Soft Computing, Vol. 157, 2004

BA7039

SOFTWARE PROJECT AND QUALITY MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE

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

UNIT I INTRODUCTION

9

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

UNIT II SOFTWARE METRICS

9

Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

UNIT III SOFTWARE PROJECT ESTIMATION

9

Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

UNIT IV SOFTWARE QUALITY

9

Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

UNIT V SOFTWARE QUALITY ASSURANCE

9

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

TOTAL: 45 PERIODS

OUTCOMES

- Knowledge of software development process and quality models
- Knowledge of software project estimation and quality assurance

TEXTBOOKS

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

REFERENCES

1. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.

3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

BA 7040

LEAN SIX SIGMA

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

OBJECTIVE:

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

UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 9

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II THE SCOPE OF TOOLS AND TECHNIQUES 9

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

UNIT III SIX SIGMA METHODOLOGIES 9

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV SIX SIGMA IMPLEMENTATION AND CHALLENGES 9

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

TOTAL: 45 PERIODS

OUTCOME:

- The student would be able to relate the tools and techniques of lean sigma to increase productivity

REFERENCES:

1. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
3. Fred Soleimannejad , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004

4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

BA7041

LOGISTICS MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE :

- To learn the need and importance of logistics in product flow.

UNIT I INTRODUCTION

9

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Service

UNIT II DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS

9

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics. Selection of service provider.

UNIT III TRANSPORTATION AND PACKAGING

9

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Vehicle Routing – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

UNIT IV PERFORMANCE MEASUREMENT AND COSTS

9

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

UNIT V CURRENT TRENDS

9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Reverse Logistics – Scope, design and as a competitive tool. Global Logistics – Operational and Strategic Issues, ocean and air transportation. Strategic logistics planning. Green Logistics

TOTAL: 45 PERIODS

OUTCOME :

- To enable an efficient method of moving products with optimization of time and cost.

TEXT BOOKS

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.

REFERENCES

1. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2005.
3. Bloomberg David J et al., Logistics, Prentice Hall India, 2005.
4. Pierre David, International Logistics, Biztantra, 2003.
5. Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007..

OBJECTIVE :

- Understand how material management should be considered for profitability

UNIT I INTRODUCTION**9**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

UNIT II MATERIALS PLANNING**9**

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT III INVENTORY MANAGEMENT**9**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT IV PURCHASING MANAGEMENT**9**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

UNIT V WAREHOUSE MANAGEMENT**9**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement

TOTAL: 45 PERIODS**OUTCOME :**

- Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

TEXT BOOK

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

REFERENCES

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition
5. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

COURSE OBJECTIVE:

- To provide with a comprehensive understanding of multitude of tools that can be used in designing business processes

UNIT I INTRODUCTION**9**

The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy – organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

UNIT II PROCESS FLOW**9**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

UNIT III PROCESS MODELING**9**

Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation

UNIT IV PROCESS IMPROVEMENT**9**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

UNIT V PROCESS OPTIMIZATION**9**

Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis

TOTAL: 45 PERIODS**OUTCOMES:**

- Ability to design business processes that are in alignment with the external requirements and provide right customer with right products and services

TEXT BOOKS:

- Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
- Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2010.

REFERENCES:

- Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and Eitan Zemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006
- Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.
- Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2004
- Byron J. Finch, Operations Now – Supply chain Profitability and performance, Tata McGraw Hill, 3rd Edition, 2008.
- G.Halevi and R.D.Weill, “Principles of Process Planning” Chappman and Hall, Madras 1995.

OBJECTIVE:

- Understand the application of structured methods to develop a product

UNIT I INTRODUCTION

9

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

UNIT II PRODUCT PLANNING

9

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.

UNIT III PRODUCT CONCEPT

9

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS

9

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

UNIT V PATENTS

9

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL: 45 PERIODS**OUTCOME**

- Student gains knowledge on how a product is designed based on the needs of a customer

TEXT BOOKS

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
2. Kenneth B.Kahn, New Product Planning, Sage, 2010.

REFERENCES

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

OBJECTIVE:

- To learn the concepts of managing projects.

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

9

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

Attested

Sobhan
DIRECTOR

- UNIT II PLANNING AND BUDGETING 9**
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.
- UNIT III SCHEDULING & RESOURCE ALLOCATION 9**
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.
- UNIT IV CONTROL AND COMPLETION 9**
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.
- UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT 9**
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

TOTAL: 45 PERIODS

OUTCOME:

- To apply project management principles in business situations to optimize resource utilization and time optimisation.

TEXT BOOKS

- Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
- John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

REFERENCES

- Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
- Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

BA7046 RESEARCH AND DEVELOPMENT MANAGEMENT L T P C
3 0 0 3

OBJECTIVE:

- To understand how to design and lead R& D processes and manage R & D Organization.

- UNIT I INTRODUCTION 9**
Introduction – historical perspective – validation and evaluation – basic research – applied research – technology in R&D – successful R&D management – basic condition – Elements – vision, mission, strategy – Deming cycle (PDCA), hypothetico deductive approach, competency matrices, thematic clustering
- UNIT II INNOVATIVE ENVIRONMENT 9**
Structural Components – Organizational Environment, Functional Organization, organization structure for innovation, Corporate R & D, Global R & D, Outsourcing R & D, Virtual R & D. Creativity – Tools –Climate - MBTI Creativity Index. Innovation – Pathways, sources, business analysis techniques
- UNIT III R & D QUALITY MANAGEMENT 9**
Quality management system, Good laboratory practices, Good management practice, Quality environmental management system- Data recording. TQM in R & D – Quality procedures, Continuous improvement, measurement techniques, Benchmarking.

UNIT IV PEOPLE AND R&D**9**

Building scientific skills base - Skill audit process, skill requirements, skills gap assessment, selection & induction, Developing people – Performance management , reviewing and monitoring, appraisal schemes, T & D, Career Management & Development - Succession planning. R & D team Manager – Leadership, Creative groups.

UNIT V R & D SUPPORT**9**

Support Services – Analytical, Manufacturing, Library service, IT & Telecommunication, legal. Laboratory Automation – Synthesis Lab – Microscale experimentation. Intellectual property – patents – types, procedure. Publications – categories – Science Citation Index – impact factor – citation metrics. Intellectual property –patents- types, procedure. Financial Control – Budgets , Plans, Costs, research grants & funding, project proposal writing. Risk Assessment – Performance standards and indicators – Audit & review

TOTAL: 45 PERIODS**OUTCOME:**

- To ensure an effective, efficient and sustainable R & D

TEXTBOOKS

- R.K.Jain, Harry C Triandis, Management of Research and Development Organization : Managing the Unmanageable, John Wiley & Sons, 1996
- George F Thompson, The Management of Research and Development, Batsford, 1970

REFERENCES

- Peter Barnfield, Research and Development in the Chemical and Pharmaceutical Industry, Wiley, 2003.
- Alan Glasser, Research and Development Management, Prentice-Hall, 1982
- Harold Arthur Collison, Management of Research and Development, Pitman, 1964
- Andreas Holzinger, Successful Management of Research & Development, Books on Demand, 2011

BA7047**ROBUST DESIGN****L T P C
3 0 0 3****OBJECTIVE:**

- To learn about effective methods of experimental research design

UNIT I INTRODUCTION**9**

Introduction to robust design - Robust Design and Experiments -Planning of experiments -Overview of quality by design - Quality loss function -ANOVA rationale -Single Factor Experiments.

UNIT II FACTORIAL EXPERIMENTS**9**

Basic Definition and Principles - Two factor factorial design - tests on means - EMS rule - 2^k and 3^k factorial designs -Fractional factorial design.

UNIT III SPECIAL EXPERIMENTAL DESIGNS**9**

Randomized blocks - Latin square design - Blocking and confounding - Response Surface method - Nested designs.

UNIT IV ORTHOGONAL EXPERIMENTS**9**

Comparison of classical and Taguchi' s approach - Selection and application of orthogonal arrays for design - Conduct of experiments -collection and analysis of simple experiments - modifying orthogonal arrays - multi-response data analysis.

UNIT V MAKING THE DESIGN ROBUST**9**

Variability due to noise factors - classification of quality characteristics and parameters - objective functions - Parameter design - optimization using S/N ratios - attribute data analysis.

TOTAL: 45 PERIODS**OUTCOME:**

- Ability to effectively plan the framework for experimentation

TEXT BOOK

1. Douglas.C. Montgomery, Design and Analysis of Experiments, John Wiley and Sons 2005.
2. Phillip J. Rose, Taguchi techniques for quality engineering, Tata McGraw Hill, 2005.

REFERENCES

1. Nicolo Belavendram, Quality by Design: Taguchi techniques for industrial Experimentation, Prentice Hall 1999.
2. Tapan. P. Bagchi, Taguchi methods explained: Practical steps to Robust Design, PHI, 1993.

BA7048**SERVICES OPERATIONS MANAGEMENT****L T P C
3 0 0 3****OBJECTIVE:**

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

UNIT I INTRODUCTION**9**

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

UNIT II SERVICE DESIGN**9**

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ; Vehicle Routing and Scheduling

UNIT III SERVICE QUALITY**9**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

UNIT IV SERVICE FACILITY**9**

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

UNIT V MANAGING CAPACITY AND DEMAND**9**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

TOTAL: 45 PERIODS

OUTCOME:

- To design and operate a service business using the concepts, tools and techniques of service operations management.

TEXT BOOKS

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

REFERENCES

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

BA7049

SUPPLY CHAIN MANAGEMENT

L T P C
3 0 0 3

OBJECTIVE:

- To help understand the importance of and major decisions in supply chain management for gaining competitive advantage.

UNIT I INTRODUCTION

9

Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier- Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.

UNIT II STRATEGIC SOURCING

9

Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing.

UNIT III SUPPLY CHAIN NETWORK

9

Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees.

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY

9

Managing supply chain cycle inventory. Uncertainty in the supply chain – Analysing impact of supply chain redesign on the inventory - Risk Pooling - Managing inventory for short life - cycle products - multiple item -multiple location inventory management. Pricing and Revenue Management

UNIT V CURRENT TRENDS

9

Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting - Coordinating the supply chain. . SC Restructuring - SC Mapping -SC process restructuring, Postpone the point of differentiation – IT in Supply Chain - Agile Supply Chains - Reverse Supply chain. Agro Supply Chains.

TOTAL: 45 PERIODS

Attested

Sobhan
DIRECTOR

Centre For Academic Courses
Anna University, Chennai-600 025.

OUTCOMES:

- Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology.

TEXT BOOKS

1. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.

REFERENCES

1. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
4. Shapiro Jeremy F, Modeling the Supply Chain, Thomson Learning, Second Reprint , 2002.
5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management- A Balanced Approach, South-Western, Cengage Learning 2008.

BA7050

ADVANCED DATA ANALYSIS

L T P C
3 0 0 3

OBJECTIVE

- To know various multivariate data analysis techniques for business research.

UNIT I INTRODUCTION

8

Introduction – Basic concepts – Uni-variate, Bi-variate and Multi-variate techniques – Types of multivariate techniques – Classification of multivariate techniques – Guidelines for multivariate analysis and interpretation – Approaches to multivariate model building.

UNIT II PREPARING FOR MULTIVARIATE ANALYSIS

8

Introduction – Conceptualization of research problem – Identification of technique - Examination of variables and data – Measurement of variables and collection of data – Measurement of errors – Statistical significance of errors. Missing data – Approaches for dealing with missing data – Testing the assumptions of multivariate analysis – Incorporating non-metric data with dummy variables.

UNIT III MULTIPLE LINEAR REGRESSION ANALYSIS, FACTOR ANALYSIS, AND CANONICAL CORRELATION ANALYSIS

10

Multiple Linear Regression Analysis – Introduction – Basic concepts – Multiple linear regression model – Least square estimation – Inferences from the estimated regression function – Validation of the model.

Factor Analysis: Definition – Objectives – Approaches to factor analysis – methods of estimation – Factor rotation – Factor scores - Sum of variance explained – interpretation of results.

Canonical Correlation Analysis - Objectives – Canonical variates and canonical correlation – Interpretation of variates and correlations.

UNIT IV MULTIPLE DISCRIMINANT ANALYSIS, CLUSTER ANALYSIS AND CONJOINT

10

Multiple Discriminant Analysis - Basic concepts – Separation and classification of two populations - Evaluating classification functions – Validation of the model. Cluster Analysis – Definitions – Objectives – Similarity of measures – Hierarchical and Non –Hierarchical clustering methods – Interpretation and validation of the model. Conjoint Analysis – Definitions – Basic concepts – Attributes – Preferences – Ranking of Preferences – Output of Conjoint measurements – Utility - Interpretation.

Attested

Sobhan
DIRECTOR

UNIT V MULTI DIMENSIONAL SCALING AND ADVANCED TECHNIQUES 9
 Multi Dimensional Scaling – Definitions – Objectives – Basic concepts – Scaling techniques – Attribute and Non-Attributes based MDS Techniques – Interpretation and Validation of models. Advanced Techniques – Structural Equation modeling – Basic concepts – Stages in SEM – Application of SEM in business research.

TOTAL: 45 PERIODS

OUTCOME

- Knowledge on the applications of multivariate data analysis.

TEXT BOOK

1. Joseph F Hair, Rolph E Anderson, Ronald L. Tatham & William C. Black, Multivariate Data Analysis, Pearson Education, New Delhi, 2005.

REFERENCES

1. Barbara G. Tabachnick, Linda S. Fidell, Using Multivariate Statistics, 6th Edition, Pearson, 2012.
2. Richard A Johnson and Dean W. Wichern, Applied Multivariate Statistical Analysis, Prentice Hall, New Delhi, 2005.
3. David R Anderson, Dennis J Seveency, and Thomas A Williams, Statistics for Business and Economics, Thompson, Singapore, 2002

BA7051 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE L T P C 3 0 0 3

OBJECTIVE:

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

UNIT I INTRODUCTION 9

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

UNIT II ETHICS THEORY AND BEYOND 9

Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

UNIT III LEGAL ASPECTS OF ETHICS 9

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

UNIT IV ENVIRONMENTAL ETHICS 9

Economic Environment; Philosophy of economic grow and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE 9

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market

and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

TOTAL:45 PERIODS

OUTCOME:

- To understand ethical issues in workplace and be able to find solution for 'most good'.

TEXT BOOKS

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

REFERENCES

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

BA7052

CREATIVITY AND INNOVATION

L T P C
3 0 0 3

OBJECTIVES:

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

UNIT I INTRODUCTION

9

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

UNIT II MECHANISM OF THINKING AND VISUALIZATION

9

Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

UNIT III CREATIVITY

9

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

UNIT IV CREATIVITY IN PROBLEM SOLVING 9
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V INNOVATION 9
Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE-commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton

TOTAL: 45 PERIODS

Note: Students will undergo the entire programme similar to a Seminar. It is activity based course. Students will undergo the programme with both theoretical and practical content. Each student will be required to come out with innovative products or services. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course

OUTCOMES:

- Student will be equipped to apply his/her creative and innovative skills in solving complex problems confronting corporate realm.

REFERENCES

1. Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 1999
2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999
3. Clayton M. Christensen Michael E. Raynor, "The Innovator's Solution", Harvard Business School Press Boston, USA, 2003
4. Semyon D. Savransky, "Engineering of Creativity – TRIZ", CRC Press New York USA, 2000

BA7053 MANAGEMENT OF INTELLECTUAL PROPERTY RIGHTS L T P C
3 0 0 3

OBJECTIVE:

- To give an Idea about intellectual property rights and its valuation.

UNIT I 9
Introduction To IPRs, Basic concepts of Intellectual Property- Patents Copyrights, Geographic Indicators, History of IPRs- the way from WTO to WIPO- TRIPS, Nature of Intellectual Property, Industrial Property, Technological Research, Inventions and Innovations.

UNIT II 9
New Developments in IPR, Procedure for grant of Patents, TM, GIs, Trade Secrets, Patenting under PCT, Administration of Patent system in India, Patenting in foreign countries.

UNIT III 9
International Treaties and conventions on IPRs, The TRIPs Agreement, PCT Agreement, The Patent Act of India, Patent Amendment Act (2005), Design Act, Trademark Act, Geographical Indication Act, Bayh- Dole Act and Issues of Academic Entrepreneurship.

UNIT IV 9
Strategies for investing in R&D, Patent Information and databases, IPR strength in India, Traditional Knowledge, Case studies.

UNIT V**9**

The technologies, Know how, concept of ownership, Significance of IP in Value Creation, IP Valuation and IP Valuation Models, Application of Real Option Model in Strategic Decision Making, Transfer and Licensing.

TOTAL: 45 PERIODS**OUTCOME:**

- To apply intellectual property management to enhance firm value.

TEXT BOOKS

- V. Sople Vinod, Managing Intellectual Property by (Prentice hall of India Pvt.Ltd), 2006.
- Intelluctual Property rights and copyrights , Ess Ess Publications.

REFERENCES

- A. Primer, R. Anita Rao and Bhanoji Rao, Intelluctual Property Rights, Lastain Book company.
- Edited by Derek Bosworth and Elizabeth Webster, The Management of Intelluctual Property, Edward Elgar Publishing Ltd., 2006.
- WIPO Intelluctual Property Hand book.
- Tejaswini Apte, A single guide to Intelluctual property rights, Biodiversity and Traditional knowledge.

BA7054**SELF AWARENESS AND MANAGEMENT****L T P C
3 0 0 3****OBJECTIVES :**

- Understand the significance of Self Awareness and Management.

UNIT I UNDERSTANDING AND RESOLVING HUMAN CONFLICT THROUGH SELF-AWARENESS**9**

Martin Buber's "I-Thou" vs "I-It" relationships- Basics of Behaviour - Outer behaviour vs Inner 'way of being' - Genesis of 'heart at war' and consequent inner violence -Getting stuck in the ego-trap - Ego-entrapment and self-deception - Finding and sustaining a 'heart at peace'- Stressors in human conflict resolution.

UNIT II EVOLVING HUMAN CONSCIOUSNESS**9**

Finding life purpose- Maslow's Theory ; Gebser's model; Sufi model - TELOS model of 'self'- Instrumental parts of being: physical, vital, mental-Causal nature: higher self, deeper self, ego-self-Subconscient and subliminal; Supramental forces- Newer Models in self awareness.

UNIT III PRESENT MOMENT AWARENESS, COHERENCE AND EQUANIMITY**9**

Traditional practices of 'mindfulness' -Developing Attention, Concentration, Equanimity and Insight; Coherence in Human Physiology – Rhythms of Breathing,'prana'- Heart Rate Variability- Brain waves.

UNIT IV HEART-CENTRED LIVING**9**

Sufi practices for developing and sustaining - optimism, vision and idealism('elevated heart')- care, compassion and healing ('deep heart')- appreciation of beauty and harmony- seeing wider perspectives ('broad heart') - passion for truth, discovering life-purpose - creative and courageous action ('driving heart') - spiritual energy and inner light ('full heart').

UNIT V BENEFITS AND EMERGING TRENDS IN SELF AWARENESS & MANAGEMENT**9**

Case Study of "Siddhartha" - Personalities in Management of Self awareness - Benefits to Individuals - Benefits to Teams - Benefits to Organisation - Benefits to the Society - Benefits to the stakeholders- Emerging Trends.

TOTAL: 45 PERIODS

OUTCOME :

- Possess Managerial Competence through Self Awareness.

REFERENCES

1. The Arbinger Institute, "Leadership and Self-Deception", Revised Edition, Berrett-Koehler, 2010
2. The Arbinger Institute, "The Anatomy of Peace", Penguin Books, 2010.
3. James O'Dea, "Creative Stress: A Path for Evolving Souls Living Through Personal and Planetary Upheaval", Createspace, 2010.
4. Puran & Susanna Bair, "Energize Your Heart", Living Heart Media, 2009.
5. DevdasMenon, "Stop sleepwalking through life!", Yogi Impressions, 2004.
6. Hermann Hesse, "Siddhartha" (translation by Hilda Rosner, 1954), Harper Collins, 2000.

