UNIVERSITY DEPARTMENTS
ANNA UNIVERSITY: CHENNAI 600 025
REGULATIONS - 2013
I TO IV SEMESTERS (FULL TIME) CURRICULUM AND SYLLABUS
MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER – I

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SUMMER SEMESTER (4 WEEKS)

SUMMER TRAINING

Summer Training - The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd semester. The report should be around 40 pages containing the details of training undergone, the departments wherein he was trained with duration (chronological diary), along with the type of managerial skills developed during training.
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**TOTAL NUMBER OF CREDITS = 96**
### UNIVERSITY DEPARTMENTS

**ANNA UNIVERSITY CHENNAI : : CHENNAI 600 025**

**REGULATIONS - 2013**

**CURRICULUM I TO VI SEMESTERS (PART TIME)**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

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**SUMMER SEMESTER (4 WEEKS)**

**SUMMER TRAINING**

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.

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**TOTAL NUMBER OF CREDITS = 96**
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## MASTER OF BUSINESS ADMINISTRATION (MBA)

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## FINANCE – ELECTIVES

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<tr>
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## HUMAN RESOURCE – ELECTIVES

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## SYSTEMS - ELECTIVES

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<th>GENERAL – ELECTIVES</th>
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<tr>
<td>1 BA8049 Advanced Data Analysis</td>
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<td>2 BA8050 Management of Intellectual Property Rights</td>
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Note: Three electives from two specializations from among the 5 areas of specialization are to be chosen by the students to be awarded specialization in two functional areas.
COURSE OBJECTIVES:
- Acquire a reasonable knowledge in accounts
- Analysis and evaluate financial statements

COURSE OUTCOME
- Possess a managerial outlook at accounts.

UNIT I  FINANCIAL ACCOUNTING  12

UNIT II  COMPANY ACCOUNTS  12
Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation- Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option- Buy back of securities.

UNIT III  ANALYSIS OF FINANCIAL STATEMENTS  12
Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard 3) and funds flow statement analysis.

UNIT IV  COST ACCOUNTING  12

UNIT V  ACCOUNTING IN COMPUTERISED ENVIRONMENT  12
Significance of Computerised Accounting System- Codification and Grouping of Accounts-Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

TOTAL: 45+15 = 60 PERIODS

TEXT BOOKS

REFERENCES
COURSE 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.

COURSE 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.

UNIT I  INTRODUCTION  8

UNIT II  CONSUMER AND PRODUCER BEHAVIOUR  13

UNIT III  PRODUCT AND FACTOR MARKET  13

UNIT IV  PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS  13

UNIT V  AGGREGATE SUPPLY AND THE ROLE OF MONEY  13

TOTAL: 60 PERIODS

TEXT BOOKS
COURSE OBJECTIVE:
To create the knowledge of Legal perspective and its practices to improvise the business.

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

UNIT I  COMMERCIAL LAW
THE INDIAN CONTRACT ACT 1872

THE SALE OF GOODS ACT 1930

UNIT II  COMPANY LAW
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

UNIT IV  INCOME TAX ACT AND SALES TAX ACT
cal 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

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.

BA8104 ORGANIZATIONAL BEHAVIOUR

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

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

UNIT I FOCUS AND PURPOSE

UNIT II INDIVIDUAL BEHAVIOUR

UNIT III GROUP BEHAVIOUR
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

UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES

BA8105 PRINCIPLES OF MANAGEMENT

COURSE OBJECTIVE:
To familiarise 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.

COURSE 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.

UNIT I INTRODUCTION TO MANAGEMENT

UNIT II PLANNING

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

UNIT IV DIRECTING
Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.
UNIT V  CONTROLLING
Process of controlling- Types of control- Budgetary and non-budgetary control techniques-
Managing productivity- Cost control- Purchase control- Maintenance control- Quality control-
Planning operations.

TOTAL: 45 PERIODS

TEXT BOOKS:


REFERENCES:

COURSE OBJECTIVE:
To learn the applications of statistics in business decision making.

COURSE OUTCOME:
To facilitate objective solutions in business decision making under subjective conditions

UNIT I  INTRODUCTION
12

UNIT II  SAMPLING DISTRIBUTION AND ESTIMATION
12
Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

UNIT III  TESTING OF HYPOTHESIS - PARAMETRIC TESTS
12
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

UNIT IV  NON-PARAMETRIC TESTS
12

UNIT V  CORRELATION, REGRESSION AND TIME SERIES ANALYSIS
12
Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

TOTAL: 60 PERIODS

TEXT BOOKS:

REFERENCES:
BA8107  TOTAL QUALITY MANAGEMENT  LT P C  3 0 0 3

COURSE OBJECTIVE:
To learn the quality philosophies and tools in the managerial perspective.

COURSE OUTCOME:
To apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.

UNIT I  INTRODUCTION  9

UNIT II  PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT  9

UNIT III  STATISTICAL PROCESS CONTROL  9

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

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

BA8108 WRITTEN COMMUNICATION

COURSE OBJECTIVES:
• To familiarize learners with the mechanics of writing.
• To enable learners to write in English precisely and effectively.

COURSE OUTCOMES:
Learners should be able to
  i) get into the habit of writing regularly,
  ii) express themselves in different genres of writing from creative to critical to factual writing,
  iii) take part in print and online media communication,
  iv) read quite widely to acquire a style of writing, and
  v) identify their areas of strengths and weaknesses in writing.

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

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

UNIT III WORK PLACE COMMUNICATION
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
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
Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCE:

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

BA8201 APPLIED OPERATIONS RESEARCH LT P C 3 1 0 4

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

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

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP) 12
Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

UNIT II LINEAR PROGRAMMING EXTENSIONS 12

UNIT III INTEGER PROGRAMMING AND GAME THEORY 12
Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions.

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY 12
UNIT V  QUEUING THEORY AND REPLACEMENT MODELS

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

TOTAL: 60 PERIODS

TEXTBOOKS


REFERENCES


BA8202 BUSINESS RESEARCH METHODS

COURSE 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.

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.

UNIT I  INTRODUCTION


UNIT II RESEARCH DESIGN AND MEASUREMENT


UNIT III DATA COLLECTION

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

UNIT IV DATA PREPARATION AND ANALYSIS 9

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

TOTAL: 45 PERIODS

TEXTBOOKS

BA8203 FINANCIAL MANAGEMENT

COURSE OBJECTIVES:
Facilitate student to
- Understand the operational nuances of a Finance Manager
- Comprehend the technique of making decisions related to finance function

COURSE OUTCOMES:
Possess the techniques of managing finance in an organization

UNIT I FOUNDATIONS OF FINANCE: 9
Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

UNIT II INVESTMENT DECISIONS: 9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital
UNIT III  FINANCING AND DIVIDEND DECISION:  9
Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure.
Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

UNIT IV  WORKING CAPITAL MANAGEMENT:  9

UNIT V  LONG TERM SOURCES OF FINANCE:  9
Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

TOTAL: 45 PERIODS

TEXT BOOKS

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

COURSE OUTCOME:
Students will gain knowledge and skills needed for success as a human resources professional

UNIT I PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

UNIT II THE CONCEPT OF BEST FIT EMPLOYEE

UNIT III TRAINING AND EXECUTIVE DEVELOPMENT

UNIT IV SUSTAINING EMPLOYEE INTEREST

UNIT V PERFORMANCE EVALUATION AND CONTROL PROCESS

TOTAL: 45 PERIODS

TEXTBOOK

REFERENCES
COURSE OBJECTIVE

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

COURSE OUTCOME

- Gains knowledge on effective applications of information systems in business

UNIT I INTRODUCTION 10

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

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

TEXTBOOKS

REFERENCES

BA8206 MARKETING MANAGEMENT

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

COURSE OUTCOMES:
- Knowledge of analytical skills in solving marketing related problems
- Awareness of marketing management process

UNIT I INTRODUCTION

UNIT II MARKETING STRATEGY
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

UNIT IV BUYER BEHAVIOUR
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

TOTAL: 60 PERIODS

TEXT BOOKS

REFERENCES

BA8207 OPERATIONS MANAGEMENT

COURSE 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.

COURSE 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.

UNIT I INTRODUCTION TO OPERATIONS MANAGEMENT
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

UNIT III DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS

UNIT IV MATERIALS MANAGEMENT
UNIT V  SCHEDULING AND PROJECT MANAGEMENT
Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shopfloor control; Flow shop scheduling – Johnson’s Algorithm – Gantt charts; personnel scheduling in services.

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES

BA8211  DATA ANALYSIS AND BUSINESS MODELING LAB

COURSE OBJECTIVE
- to have hands-on experience on decision modeling

COURSE OUTCOME
- Knowledge of spreadsheets and data analysis software for business modeling

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

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<tr>
<th>S.No.</th>
<th>Exp. No.</th>
<th>Details of experiments Name</th>
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<td>1</td>
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<td>Descriptive Statistics</td>
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<td>Hypothesis - Parametric</td>
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<td>Portfolio Selection</td>
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<td>Risk Analysis &amp; Sensitivity Analysis</td>
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<td>Revenue Management</td>
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<td>Extended experiment – 2</td>
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<td>9</td>
<td>Transportation &amp; Assignment</td>
<td>4</td>
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</tbody>
</table>
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

TEXTBOOKS
5. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012
COURSE 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

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

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

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

TOTAL: 45 PERIODS

TEXTBOOK

REFERENCES
4. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009
COURSE 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.

COURSE 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.

UNIT I STRATEGY AND PROCESS

UNIT II COMPETITIVE ADVANTAGE

UNIT III STRATEGIES

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION
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
Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-case study

TOTAL: 45 PERIODS

TEXTBOOKS
REFERENCES

BA8311 PROFESSIONAL SKILL DEVELOPMENT LAB LT P C

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

COURSE OUTCOMES:
Learners should be able to
I. speak confidently with any speakers of English, including native speakers,
II. speak effortlessly in different contexts – informal and formal,
III. ‘think on feet’ even in difficult circumstances,
IV. hold interesting and meaningful conversations with others, including strangers, and
V. listen to others with utmost attention.

UNIT I PERSONAL COMMUNICATION 10
Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

UNIT II SOCIAL COMMUNICATION 10
Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

UNIT III GROUP/MASS COMMUNICATION 10
Group discussion (brainstorming ), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

UNIT IV INTEGRATED SPEAKING AND PRESENTATION SKILLS 10
Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint
presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

UNIT V
EMPLOYABILITY AND CORPORATE SKILLS
20
Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. Stress management – causes and effect, coping strategies – simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities.

TOTAL: 60 PERIODS

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

REFERENCES:
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk TV channels (News, documentaries)

BA8401 BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE 3 0 0 3

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

COURSE OUTCOME:
To understand ethical issues in workplace and be able to find solution for ‘most good’.

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

UNIT ETHICS THEORY AND BEYOND
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

TEXTBOOKS

REFERENCES
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
5. Satheesh kumar, Corporate governance, Oxford University Press, 2010.
COURSE OBJECTIVE:
To familiarise the students to the basic concepts of international business management

COURSE 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.

UNIT I  INTRODUCTION

UNIT II  INTERNATIONAL TRADE AND INVESTMENT

UNIT III  INTERNATIONAL STRATEGIC MANAGEMENT

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

UNIT V  CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT
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.

TEXTBOOKS
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business,
COURSE OBJECTIVES:
(i) To understand the nuances involved in Creativity & Innovation.
(ii) To get hands on experience in applying creativity in problem solving.

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

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

REFERENCES

2. Geoffrey Petty, "how to be better at Creativity", The Industrial Society 1999
COURSE OBJECTIVE:
To understand the methods of managing brands and strategies for brand management.

COURSE OUTCOME:
To successfully establish and sustain brands and lead to extensions

UNIT I  INTRODUCTION  8

UNIT II  BRAND STRATEGIES  10

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

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
4. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
COURSE OBJECTIVE:
To understand the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior.

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

UNIT I  INTRODUCTION  9

UNIT II  CONSUMER BEHAVIOR MODELS  9
Industrial and individual consumer behaviour models - Howared- 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

TEXTBOOKS

REFERENCES
COURSE OBJECTIVE:
To understand the need and importance of maintaining a good customer relationship.

COURSE OUTCOME:
To use strategic customer acquisition and retention techniques in CRM.

UNIT I  INTRODUCTION

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

UNIT III  CRM STRUCTURES

UNIT IV  CRM PLANNING AND IMPLEMENTATION

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

TOTAL:45 PERIODS

TEXTBOOKS

REFERENCES
COURSE 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.

COURSE 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.

UNIT I  DIRECT MARKETING & INTERACTIVE MARKETING
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
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
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
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
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

TEXTBOOKS
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**
2. The Complete Guide to Direct Marketing- Creating BreakThrough Programs that Really Work, Kaplan Publishing - Chet Meisner

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**BA8005**

**EVENT MARKETING**

<table>
<thead>
<tr>
<th>COURSE OBJECTIVE:</th>
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<td>To Understand the structure of event industry, economy, culture and trends of Market.</td>
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<tr>
<th>COURSE OUTCOME:</th>
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<td>Applying the Concepts and practices of Marketing research on event related issues.</td>
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### 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

### UNIT V  EVENT DELIVERY  9

**TOTAL: 45 PERIODS**

**TEXTBOOKS**
REFERENCES
6. Hoyle, Event Marketing-Wiley India.

BA8006 INTEGRATED MARKETING COMMUNICATION

COURSE 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.

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

UNIT I INTRODUCTION TO ADVERTISEMENT

UNIT II ADVERTISEMENT MEDIA

UNIT III SALES PROMOTION
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

UNIT V  PUBLICITY  9

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES

BA8007  INTERNATIONAL MARKETING  L T P C
3 0 0 3

COURSE 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.

COURSE 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.

UNIT I  INTRODUCTION  9

40
UNIT II INTERNATIONAL MARKETING ENVIRONMENT


UNIT III POLICY FRAMEWORK AND PROCEDURAL ASPECTS


UNIT IV INTERNATIONAL MARKETING PLANNING


UNIT V INTERNATIONAL MARKETING MIX


TOTAL: 45 PERIODS

TEXTBOOKS


REFERENCES

BA8008 MARKETING METRICS

COURSE OBJECTIVE:
To Utilise Financial perspectives in Marketing Metrics.

COURSE OUTCOME:
Application of Brand Metrics, life time value.

UNIT I INTRODUCTION

UNIT II CUSTOMER AND BRAND METRICS

UNIT III COMMUNICATION AND PRICING METRICS
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
Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

UNIT V ADDITIONAL METRICS

TOTAL: 45 PERIODS

REFERENCES
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,
BA8009  RETAIL MANAGEMENT  LT P C  3 0 0 3

COURSE OBJECTIVE:
To understand the concepts of effective retailing

COURSE OUTCOME:
To manage the retail chains and understand the retail customer's behavior

UNIT I  INTRODUCTION
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
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

UNIT IV  RETAIL SHOP MANAGEMENT

UNIT V  RETAIL SHOPPER BEHAVIOUR
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
6. Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.
COURSE 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.

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

UNIT I  OVERVIEW OF RURAL MARKETING

UNIT II  RURAL MARKETS & DECISION

UNIT III  PRODUCT & DISTRIBUTION
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
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- Advertisment & Media Role in Rural Marketing Promotion Methods.

UNIT V  TRENDS IN RURAL MARKETING

TOTAL: 45 PERIODS

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

BA8011 SERVICES MARKETING LT P C 3 0 0 3

COURSE OBJECTIVE:
To understand the meaning of services and the significance of marketing the services.

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

UNIT I INTRODUCTION

UNIT II SERVICE MARKETING OPPORTUNITIES
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

UNIT IV SERVICE DELIVERY AND PROMOTION
Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

UNIT V SERVICE STRATEGIES

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
5. Gronroos, Service Management and Marketing –Wiley India.

BA8012 SOCIAL MARKETING

COURSE OBJECTIVE:
To enhance Competiveness in Social Marketing by ethical values and social media in Marketing.

EXPECTED OUTCOME:
Applying Ethical Principles in Social Marketing through advanced marketing medias

UNIT I INTRODUCTION
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

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
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.

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
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
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 - Email marketing - Social Media Tools - Marketing with Social network sites, blogging, micro blogging, podcasting with Podomatic

**TEXTBOOKS**

**REFERENCES**
2. Hastings, G. Social Marketing: Why should the Devil Have All the Best Tunes? Oxford 2007

**BA 8013 BANKING FINANCIAL SERVICES MANAGEMENT LT P C 3 0 0 3**

**COURSE 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.

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

**UNIT I OVERVIEW OF INDIAN BANKING SYSTEM**

**UNIT II SOURCES AND APPLICATION OF BANK FUNDS**
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**
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

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCE:

BA8014 CORPORATE FINANCE LT P C
3 0 0 3

OBJECTIVE:
Student will acquire
• Nuances involved in short term corporate financing
• Good ethical practices

OUTCOME
• Good ethical corporate manager

UNIT I Industrial Finance 9
Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

UNIT II Short Term-Working Capital Finance 6

UNIT III Advanced Financial Management 12
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.
UNIT IV  FINANCING DECISION  10
Simulation and financing decision - cash inadequacy and cash insolvency - determining the probability of cash insolvency - Financing decision in the Context of option pricing model and agency costs - Inter-dependence of investment - financing and Dividend decisions.

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

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
5. Website of SEBI

BA8015  DERIVATIVES MANAGEMENT  LT P C  3 0 0 3

Objectives:
To enable students
• Understand the nuances involved in derivatives
• Understand the basic operational mechanisms in derivatives

OUTCOME
Possess good skills in hedging risks using derivatives

UNIT I  INTRODUCTION  10

UNIT II  FUTURES CONTRACT  10

UNIT III  OPTIONS  10
UNIT IV  SWAPS
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.

UNIT V  DERIVATIVES IN INDIA

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
5. Website of NSE, BSE.

BA8016  INTERNATIONAL TRADE FINANCE  LT P C
3 0 0 3

OBJECTIVES:
To enable student
• Understand export import finance and forex management
• Understand the documentation involved in international trade

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

UNIT I  INTERNATIONAL TRADE

UNIT II  EXPORT AND IMPORT FINANCE
UNIT III FOREX MANAGEMENT

UNIT IV DOCUMENTATION IN INTERNATIONAL TRADE

UNIT V EXPORT PROMOTION SCHEMES

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
4. Website of Indian Government on EXIM policy

BA8017 MERCHANT BANKING AND FINANCIAL SERVICES
OBJECTIVES:
To enable student
• Understand the modes of issuing securities
• Acquire financial evaluation technique of leasing and hire purchase

OUTCOME
• Good knowledge on merchant banking activities

UNIT I MERCHANT BANKING

UNIT II ISSUE MANAGEMENT

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
4. Website of Indian Government on EXIM policy

UNIT III OTHER FEE BASED SERVICES 10
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

UNIT IV FUND BASED FINANCIAL SERVICES 10

UNIT V OTHER FUND BASED FINANCIAL SERVICES 8

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES:
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Website of SEBI

BA8018 MERGERS AND ACQUISITIONS LT P C
3003

COURSE OBJECTIVES:
To enable student to understand
- Regulatory framework for mergers and acquisitions
- Process involved in mergers and acquisitions and the available take over defenses

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

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

UNIT III MERGER AND ACQUISITION PROCESS, FINANCING AND ACCOUNTING FRAMEWORK

UNIT IV POST-MERGER INTEGRATION
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
Internal and External control mechanism, Takeover tactics, Takeover defenses, Regulatory aspects in India with respect to Takeover defenses.

TOTAL: 45 PERIODS

TEXTBOOKS

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

OUTCOME
- Possess good knowledge in micro finance management

UNIT I  INTRODUCTION TO MICROFINANCE

UNIT II  FINANCIAL AND OPERATIONAL EVALUATION

UNIT III  OTHER EVALUATIONS OF MICROFINANCE

UNIT IV  MICROFINANCE IN INDIA
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
Issue – Role of Technology-Strategic issues in Microfinance: Sustainability - opening new markets – Gender issues

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
OBJECTIVES
Enable students to
- Understand risk management
- Understand the basics of insurance

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

UNIT I  INTRODUCTION TO RISK MANAGEMENT

UNIT II  RISK AVERSION & MANAGEMENT TECHNIQUES

UNIT III  RISK MANAGEMENT TOOLS

UNIT IV  INTRODUCTION TO INSURANCE

UNIT V  INSURANCE AS A RISK MANAGEMENT TECHNIQUE

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
OBJECTIVES:
Enables student to

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

OUTCOME
- Become a good investment analyst

UNIT I INVESTMENT SETTING 8

UNIT II SECURITIES MARKETS 10

UNIT III FUNDAMENTAL ANALYSIS 9

UNIT IV TECHNICAL ANALYSIS 9

UNIT V PORTFOLIO MANAGEMENT 9
Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
OBJECTIVES:
Enable students to
- Acquire techniques of evaluating strategic investment decisions
- Understand the causes of prediction modes and financial distress

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

UNIT I INVESTMENT DECISIONS

UNIT II CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES
Significance of Information and data bank in project selections – Investment decisions under capital constraints – capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT III STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS
Lease financing – Lease Vs Buy decision – Hire Purchase and installment decision – Hire Purchase Vs Lease Decision – Mergers and acquisition – Cash Vs Equity for mergers.

UNIT IV FINANCING DECISIONS
Capital Structure – Capital structure theories – Capital structure Planning in Practice.

UNIT V FINANCIAL DISTRESS
Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy.

TOTAL: 45 PERIODS

TEXTBOOKS
2. Prasanna Chandra, Projects: planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011

REFERENCES
5. Website of IDBI related to project finance
COURSE 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.

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

UNIT I  ENTREPRENEURIAL COMPETENCE  6

UNIT II  ENTREPRENEURIAL ENVIRONMENT  12

UNIT III  BUSINESS PLAN PREPARATION  12

UNIT IV  LAUNCHING OF SMALL BUSINESS  10

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

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES

58
COURSE OBJECTIVE:
To explore contemporary knowledge and gain a conceptual understanding of industrial relations.

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

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

UNIT II INDUSTRIAL CONFLICTS

UNIT III LABOUR WELFARE

UNIT IV INDUSTRIAL SAFETY

UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
COURSE 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.

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

Contained in the following acts are to be studied.

<table>
<thead>
<tr>
<th>Act</th>
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<tr>
<td>1. The Factories Act, 1948</td>
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<td>2. The Trade Unions Act, 1926</td>
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<td>3. The Payment of Wages Act, 1936</td>
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<td>4. The Minimum Wages Act, 1948</td>
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<td>5. The Industrial Disputes Act, 1947</td>
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<td>6. The Workmen’s Compensation Act, 1923</td>
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<td>7. The Payment of Gratuity Act, 1972</td>
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<td>8. The Payment of Bonus Act, 1965</td>
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<tr>
<td>10. The Employees State Insurance Act, 1948</td>
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<tr>
<td>11. The Industrial Employment (Standing Orders) Act, 1946</td>
<td>3</td>
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<tr>
<td>12. The Apprentices Act, 1961</td>
<td>2</td>
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<tr>
<td>13. The Equal Remuneration Act, 1976</td>
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<tr>
<td>15. Contract Labour Regulations and Abolition Act, 1970</td>
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<tr>
<td>16. The Child Labour Prevention and Regulation Act, 1986</td>
<td>2</td>
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</tbody>
</table>

TOTAL: 45 PERIODS

TEXT BOOKS:

REFERENCES
5. Respective Bare Acts.
COURSE 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.

COURSE OUTCOME:
Students will gain knowledge about appropriate style of managerial behaviour.

UNIT I DEFINING THE MANAGERIAL JOB

UNIT II DESIGNING THE MANAGERIAL JOB

UNIT III THE CONCEPT OF MANAGERIAL EFFECTIVENESS
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

UNIT V DEVELOPING THE WINNING EDGE
Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

REFERENCES

TOTAL: 45 PERIODS
COURSE OBJECTIVE:
To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes.

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

UNIT I ORGANISATION & ITS ENVIRONMENT 8

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

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

TEXTBOOKS

REFERENCES
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.

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

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

UNIT IV INTERPERSONAL RELATIONS 10

UNIT V APPLIED SOCIAL PSYCHOLOGY 10

TOTAL: 45 PERIODS

TEXT BOOK

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

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

UNIT I  HUMAN RESOURCE DEVELOPMENT  10

UNIT II  E-HRM  6

UNIT III  CROSS CULTURAL HRM  7

UNIT IV  CAREER & COMPETENCY DEVELOPMENT  10

UNIT V  EMPLOYEE COACHING & COUNSELING  12

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
BA8030 STRESS MANAGEMENT

COURSE 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.

COURSE 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.

UNIT I UNDERSTANDING STRESS

UNIT II COMMON STRESS FACTORS TIME & CAREER PLATEAUING
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

UNIT IV WORK PLACE HUMOUR

UNIT V SELF DEVELOPMENT

TOTAL: 45 PERIODS

REFERENCES
1. Cooper, Managing Stress, Sage, 2011
COURSE OBJECTIVE
- To understand the various advanced databases used in the organization
- To be aware of recent trends in database management

COURSE OUTCOMES
- Awareness of database models
- Knowledge of database technologies

UNIT I  INTRODUCTION  6+6
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

UNIT II  DATABASE IMPLEMENTATION  6+6

UNIT III  DISTRIBUTED DATABASES  6+6

UNIT IV  OBJECT ORIENTED DATABASES  6+6
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  6+6
Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC

TOTAL: 60 PERIODS

TEXTBOOKS
1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning,

REFERENCES
COURSE OBJECTIVE

- To understand basics of cloud computing for business management

COURSE OUTCOME

- Knowledge of various applications on cloud for efficient business management

UNIT I  INTRODUCTION


UNIT II  IMPLEMENTATION AND CONTROL


UNIT III  CLOUD COMPUTING FOR MANAGERS

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

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

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

TEXTBOOK


REFERENCES

COURSE 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

COURSE OUTCOMES

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

UNIT I  INTRODUCTION

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

Data warehouse – 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

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

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

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

TOTAL: 60 PERIODS

TEXTBOOKS

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

REFERENCES

5. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
7. Elizabeth Vitt, Michael Luckechivich Stacia Misner, Business Intelligence, Microsoft, 2011
9. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010

BA8034 DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS

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

COURSE OUTCOME
• Knowledge of designing DSS/IS for specific problems

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

UNIT II DATA AND MODEL MANAGEMENT SYSTEMS
Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

UNIT III GSS, ENTERPRISE DSS, KMS
Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

UNIT IV KNOWLEDGE BASED DSS
Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

UNIT V ADVANCED INTELLIGENT SYSTEMS
Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

TOTAL: 45 PERIODS

TEXT BOOK

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

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

UNIT I  INTRODUCTION TO e-BUSINESS  8

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

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

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
BA8036 KNOWLEDGE MANAGEMENT SYSTEMS

COURSE OBJECTIVE
- to know how to design and maintain knowledge management system

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

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

UNIT II KNOWLEDGE MANAGEMENT MODELS
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
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
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
Knowledge Leadership styles, Knowledge alignment with business strategies, Pragmatic knowledge development, Balancing knowledge and business management systems, Constructing knowledge infrastructure.

TOTAL: 45 PERIODS

TEXTBOOK

REFERENCES
COURSE OBJECTIVE
- To gain knowledge about soft computing for business decisions

COURSE OUTCOME
- Knowledge of soft computing techniques and its application in business

UNIT I INTRODUCTION
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
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

UNIT IV FUZZY LOGIC

UNIT V HYBRID SYSTEMS

TOTAL: 45 PERIODS

TEXTBOOKS:

REFERENCES:
 COURSE OBJECTIVE
- To understand project management cycle in software development
- To study various project estimation and quality models in software development

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

UNIT I INTRODUCTION 9

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

UNIT IV SOFTWARE QUALITY 9

UNIT V SOFTWARE QUALITY ASSURANCE 9

TOTAL: 45 PERIODS

TEXTBOOKS

REFERENCES
COURSE OBJECTIVE:
To gain insights about the importance of lean manufacturing and six sigma practices.

COURSE OUTCOME:
The student would be able to relate the tools and techniques of lean sigma to increase productivity.

UNIT I LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS 9
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

UNIT II THE SCOPE OF TOOLS AND TECHNIQUES 9

UNIT III SIX SIGMA METHODOLOGIES 9
Design For Six Sigma (DFSS),Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN), Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

UNIT IV SIX SIGMA IMPLEMENTATION AND CHALLENGES 9
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/ internal metrics

UNIT V EVALUATION AND CONTINUOUS IMPROVEMENT METHODS 9
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

TOTAL: 45 PERIODS

REFERENCES:
3. Fred Soleimannejed, Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
COURSE OBJECTIVE:
To learn the need and importance of logistics in product flow.

COURSE OUTCOME:
To enable an efficient method of moving products with optimization of time and cost.

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

UNIT IV PERFORMANCE MEASUREMENT AND COSTS  9

UNIT V CURRENT TRENDS  9

TEXT BOOKS

REFERENCES
COURSE OBJECTIVE:
Understand how material management should be considered for profitability

COURSE OUTCOME:
Student gains knowledge on effective utilisation of materials in manufacturing and service organisation

UNIT I  INTRODUCTION
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

UNIT III  INVENTORY MANAGEMENT
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
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
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

TEXT BOOK

REFERENCES
COURSE OBJECTIVE:
To provide with a comprehensive understanding of multitude of tools that can be used in designing business processes

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

UNIT I  INTRODUCTION

UNIT II  PROCESS FLOW

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

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

TOTAL: 45 PERIODS

TEXT BOOKS:

REFERENCES:
BA8043 PRODUCT DESIGN  

COURSE OBJECTIVE:
- Understand the application of structured methods to develop a product

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

UNIT I INTRODUCTION  

UNIT II PRODUCT PLANNING  

UNIT III PRODUCT CONCEPT  

UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS  

UNIT V PATENTS  

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
BA8044 PROJECT MANAGEMENT

COURSE OBJECTIVE:
To learn the concepts of managing projects.

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

UNIT I INTRODUCTION TO PROJECT MANAGEMENT

UNIT II PLANNING AND BUDGETING

UNIT III SCHEDULING & RESOURCE ALLOCATION

UNIT IV CONTROL AND COMPLETION

UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES
COURSE OBJECTIVE:
To understand how to design and lead R&D processes and manage R&D Organization.

COURSE OUTCOME:
To ensure an effective, efficient and sustainable R&D

UNIT I INTRODUCTION

UNIT II INNOVATIVE ENVIRONMENT
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
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
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

TOTAL: 45 PERIODS

TEXTBOOKS
2. George F Thompson, The Management of Research and Development, Batsford, 1970

REFERENCES

BA8046  
Robust Design  

COURSE OBJECTIVE: 
To learn about effective methods of experimental research design

COURSE OUTCOME: 
Ability to effectively plan the framework for experimentation

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

UNIT IV  ORTHOGONAL EXPERIMENTS  
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  
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

TEXT BOOK  

REFERENCES  
COURSE OBJECTIVE:
To help understand how service performance can be improved by studying services operations management.

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

UNIT I INTRODUCTION
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

UNIT III SERVICE QUALITY

UNIT IV SERVICE FACILITY
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
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

TEXT BOOKS
REFERENCES

BA8048 SUPPLY CHAIN MANAGEMENT

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

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

UNIT I INTRODUCTION

UNIT II STRATEGIC SOURCING

UNIT III SUPPLY CHAIN NETWORK

UNIT IV PLANNING DEMAND, INVENTORY AND SUPPLY
UNIT V CURRENT TRENDS

TOTAL: 45 PERIODS

TEXT BOOKS

REFERENCES

BA8049 ADVANCED DATA ANALYSIS LT P C
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COURSE OBJECTIVE
• To know various multivariate data analysis techniques for business research.

COURSE OUTCOME
• Knowledge on the applications of multivariate data analysis.

UNIT I INTRODUCTION
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
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.


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

UNIT IV  MULTIPLE DISCRIMINANT ANALYSIS, CLUSTER ANALYSIS 
AND CONJOINT  10


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

TEXT BOOK

REFERENCES
COURSE OBJECTIVE:
To give an Idea about intellectual property rights and its valuation.

EXPECTED OUTCOME:
To apply intellectual property management to enhance firm value.

UNIT I
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
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

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

UNIT V
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

TEXT BOOKS
2. Intellectual Property rights and copyrights, Ess Ess Publications.

REFERENCES
4. Tejaswini Apte, A single guide to Intellectual property rights, Biodiversity and Traditional knowledge.