

Jamal Mohamed College (Autonomous)

COLLEGE WITH POTENTIAL FOR EXCELLENCE

Accredited (3rd Cycle) with 'A' Grade by NAAC

DBT Star Scheme & DST-FIST Funded

(Affiliated to Bharathidasan University) TIRUCHIRAPPALLI-20

Jamal Institute of Management

(Approved by AICTE, New Delhi)



MBA

(Semester Pattern)

Curriculum & Syllabi
(From 2017-18 onwards)

MASTER OF BUSINESS ADMINISTRATION

(Semester Pattern)

Programme Objectives

This MBA programme is structured to enable undergraduate students of any discipline to evolve as Masters in Management. The programme imparts basic management concepts and learning in functional areas such as Marketing, Finance, Human Resources and Information Systems. The programme also provides for development of comprehensive knowledge and skills to manage businesses in the emerging environment.

Programme Outcomes: After the completion of this programme, the students will be to

- Identify and analyze management research problems.
- Identify business opportunities, design and implement innovations in work space.
- Apply ethical principles and make ethical choices.
- Work effectively as an individual, and as a member in diverse teams.
- Communicate effectively
- Engage in independent and life-long learning.

MBA Programme - COURSE STRUCTURE (Effective from 2017-18 onwards)

SEM	COURSE CODE	COURSE	COURSE TITLE	HRS/ WEEK	CREDIT	CIA MARKS	SE MARKS	TOTAL MARKS
I	17MBA1C1	CORE I	Management Concepts	4	4	25	75	100
	17MBA1C2	CORE II	Quantitative Methods for Managers	5	4	25	75	100
	17MBA1C3	CORE III	Economics for Decision Making	4	4	25	75	100
	17MBA1C4	CORE IV	Managerial Communication	4	4	25	75	100
	17MBA1C5	CORE V	Accounting for Managers	5	5	25	75	100
	17MBA1C6	CORE VI	Organizational Behaviour	4	4	25	75	100
	17MBA1C7	CORE VII	Information Systems for Business	4	4	25	75	100
	17MBA1CV1	Comprehensive Viva Voce - I	Comprehensive Viva Voce-I***	-	2	100	-	100
	17MBA1OBT	Outward-bound Training	Outward-bound Training Programme (OBT) – 3 days **	-	-	-	-	-
TOTAL				30	31	275	525	800
II	17MBA2C8:P	CORE VIII	Communication Skills***	4	4	100	-	100
	17MBA2C9	CORE IX	Operations Management	4	4	25	75	100
	17MBA2C10	CORE X	Financial Management	5	5	25	75	100
	17MBA2C11	CORE XI	Marketing Management	4	4	25	75	100
	17MBA2C12	CORE XII	Human Resource Management	4	4	25	75	100
	17MBA2C13	CORE XIII	Enterprise Resource Planning	4	4	25	75	100
	17MBA2C14	CORE XIV	Research Methods in Management	5	5	25	75	100
	17MBA2CV2	Comprehensive Viva Voce - II	Comprehensive Viva Voce-II***	-	2	100	-	100
17MBA2SP	Social Project	Societal Immersion Programme (4 days)**	-	-	-	-	-	
TOTAL				30	32	350	450	800
III	17MBA3PW	Project Work	Project Work (8 Weeks)	-	8	50	150	200
	17MBA3C15	CORE XV	Operations Research	6	5	25	75	100
	17MBA3C16	CORE XVI	Career Development***	4	2	100	-	100
		ELECTIVE I	Paper 1 from Specialisation I	5	4	25	75	100
		ELECTIVE II	Paper 2 from Specialisation I	5	4	25	75	100
		ELECTIVE III	Paper 1 from Specialisation II	5	4	25	75	100
		ELECTIVE IV	Paper 2 from Specialisation II	5	4	25	75	100
	17MBA3EC1	EXTRA CREDIT-I	Legal Aspects of Business****	-	4	-	100	100
TOTAL				30	31	275	525	800
IV	17MBA4C17	CORE XVII	International Business Management	5	4	25	75	100
	17MBA4C18	CORE XVIII	Strategic Management	5	4	25	75	100
		ELECTIVE V	Paper 3 from Specialisation I	5	4	25	75	100
		ELECTIVE VI	Paper 4 from Specialisation I	5	4	25	75	100
		ELECTIVE VII	Paper 3 from Specialisation II	5	4	25	75	100
		ELECTIVE VIII	Paper 4 from Specialisation II	5	4	25	75	100
	17MBA4CV3	Comprehensive Viva Voce - III	Comprehensive Viva Voce-III***	-	2	100	-	100
	17MBA4EC2	EXTRA CREDIT-II	Total Quality Management****	-	4	-	100	100
TOTAL				30	26	250	450	700
GRAND TOTAL				120	120	1150	1950	3100
* Fully External								
** Grading system only								
*** Paper Fully Internal								
**** Not Considered for Grand Total and CGPA								

LIST OF SPECIALIZATIONS OFFERED

- | | |
|---------------------------|--------------------|
| ⊗ Marketing | ⊗ Finance |
| ⊗ Human Resource | ⊗ Systems |
| ⊗ Supply chain management | ⊗ Entrepreneurship |

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER III

Specialization I: Two Electives can be opted out of Five in Specialization I

Specialization II: Two Electives can be opted out of Five in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	CIA MARKS	SE MARKS	TOTAL MARKS
Marketing						
17MBA3CEM1	Consumer Behavior	5	4	25	75	100
17MBA3CEM2	Advertising and Sales Promotion	5	4	25	75	100
17MBA3CEM3	Sales Management	5	4	25	75	100
17MBA3CEM4	Brand Management	5	4	25	75	100
17MBA3CEM5	Rural Marketing	5	4	25	75	100
Finance						
17MBA3CEF1	Security Analysis and Portfolio Management	5	4	25	75	100
17MBA3CEF2	Financial Derivatives	5	4	25	75	100
17MBA3CEF3	Strategic Financial Management	5	4	25	75	100
17MBA3CEF4	Risk Management	5	4	25	75	100
17MBA3CEF5	Financial Institutions and Markets	5	4	25	75	100
Human Resource						
17MBA3CEH1	Strategic Human Resource Management	5	4	25	75	100
17MBA3CEH2	Talent Management	5	4	25	75	100
17MBA3CEH3	Change Management	5	4	25	75	100
17MBA3CEH4	Training and Development	5	4	25	75	100
17MBA3CEH5	Industrial Relations and Labour Legislations	5	4	25	75	100
Systems						
17MBA3CES1	Knowledge Management	5	4	25	75	100
17MBA3CES2	IT Strategy for Business	5	4	25	75	100
17MBA3CES3	RDBMS with Oracle	5	4	25	75	100
17MBA3CES4	Information Technology Management	5	4	25	75	100
17MBA3CES5	Data Mining	5	4	25	75	100
Supply Chain Management						
17MBA3CESCM1	Inventory Management	5	4	25	75	100
17MBA3CESCM2	Strategic Logistics Management	5	4	25	75	100
17MBA3CESCM3	Material Flow Management	5	4	25	75	100
17MBA3CESCM4	Essentials of Supply Chain Management	5	4	25	75	100
17MBA3CESCM5	Vendor Management	5	4	25	75	100
Entrepreneurship						
17MBA3CEED1	Entrepreneurship development	5	4	25	75	100
17MBA3CEED2	Project management	5	4	25	75	100
17MBA3CEED3	Entrepreneurial Finance	5	4	25	75	100
17MBA3CEED4	Information Technology and E- Commerce	5	4	25	75	100
17MBA3CEED5	Business plans	5	4	25	75	100

LIST OF ELECTIVES (SPECIALIZATION I & II) – SEMESTER IV

Specialization I: Two Electives can be opted out of Five in Specialization I

Specialization II: Two Electives can be opted out of Five in Specialization II

COURSE CODE	COURSE TITLE	HRS/ WEEK	CREDIT	CIA MARKS	SE MARKS	TOTAL MARKS
<i>Marketing</i>						
17MBA4CEM6	Retail Management	5	4	25	75	100
17MBA4CEM7	International Marketing	5	4	25	75	100
17MBA4CEM8	Customer Relationship Management	5	4	25	75	100
17MBA4CEM9	Services Marketing	5	4	25	75	100
17MBA4CEM10	Marketing Research	5	4	25	75	100
<i>Finance</i>						
17MBA4CEF6	Financial Modelling using Excel	5	4	25	75	100
17MBA4CEF7	Banking and Insurance	5	4	25	75	100
17MBA4CEF8	International Finance	5	4	25	75	100
17MBA4CEF9	Financial Services	5	4	25	75	100
17MBA4CEF10	Taxation	5	4	25	75	100
<i>Human Resource</i>						
17MBA4CEH6	HR Analytics	5	4	25	75	100
17MBA4CEH7	International Human Resource Management	5	4	25	75	100
17MBA4CEH8	Performance Management	5	4	25	75	100
17MBA4CEH9	Managerial Behavior and Effectiveness	5	4	25	75	100
17MBA4CEH10	Human Resource Development	5	4	25	75	100
<i>Systems</i>						
17MBA4CES6	Software Project Management	5	4	25	75	100
17MBA4CES7	Cyber Laws	5	4	25	75	100
17MBA4CES8	Advanced MS Excel for Managers	5	4	25	75	100
17MBA4CES9	Decision Support System	5	4	25	75	100
17MBA4CES10	E-Commerce	5	4	25	75	100
<i>Supply Chain Management</i>						
17MBA4CESCM6	Six sigma	5	4	25	75	100
17MBA4CESCM7	Supply Chain Planning	5	4	25	75	100
17MBA4CESCM8	Supply Chain Coordination	5	4	25	75	100
17MBA4CESCM9	Modeling for Supply Chains	5	4	25	75	100
17MBA4CESCM10	Theory of Constraints	5	4	25	75	100
<i>Entrepreneurship</i>						
17MBA4CEED6	Diversity Management	5	4	25	75	100
17MBA4CEED7	Business Opportunity Recognition and Forecasting	5	4	25	75	100
17MBA4CEED8	Creative problem solving	5	4	25	75	100
17MBA4CEED9	Innovation Management	5	4	25	75	100
17MBA4CEED10	Sustainable Enterprise	5	4	25	75	100

**SEMESTER I: CORE I
MANAGEMENT CONCEPTS**

Course Code : 17MBA1C1
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The objective of the Course is to enable the students to acquaint with the basic management concepts and familiarize with the processes and operations in management and to grasp the operational domains of Business Administration.

OUTCOMES:

Students who complete this course are expected to familiarize and understand

- The fundamentals of Management Concept, functions of management and Hierarchies of Management.
- Planning and its dimensions
- Organizing and its elements thoroughly.
- The various tasks involved in Directing, Leadership and Motivation.
- The Different aspects of coordination and control mechanism in an organization.

UNIT - I MANAGEMENT (12 Hrs)

Introduction- Concepts - #Functions and Process#- Management Discipline as an Arts and Science - Management and Administration - #Managerial Skills# - Roles of a Manager - Spheres of Management - #Evolution of management thought# – FW Taylor – Henry Fayol - Management Competencies.

UNIT - II PLANNING (12 Hrs)

Planning – Nature of planning – Characteristics – Significance – Advantages and Limitations – Steps in planning – #Types of planning – Essentials of a sound plan# — Policies – procedures – Rules – Programmes – Budgets – Strategies – Forecasting – Decision making process- concept of MBO - Principles and benefits of MBO.

UNIT - III ORGANIZING (12 Hrs)

Organizing – Concept – Significance – Steps in Organizing – #Principles of Sound Organization# – Organizational Structure and Charts – Types of Organisation– Line – Staff – Formal and Informal Organization - Delegation – Departmentation – Decentralization - Committee - Merits.

UNIT - IV DIRECTING (12 Hrs)

Directing – significance – elements – principles – leadership – styles – supervision – span of supervision – #communication – process of communication# – Forms of Communication – barriers – motivation – Methods of motivation – Morale.

UNIT - V COORDINATION AND CONTROL (12 Hrs)

Coordination - Concept – Need – Elements – #techniques of effective coordination# – control – features – significance – steps in effective control – techniques of control – management audit – budgeting – management information system – network analysis.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Analysis, Seminar Presentation

REFERENCE BOOKS:

1. Mr. Gupta C.B, Management Theory and Practics, Sultan Chand & Sons, New Delhi.
2. Dr. Prasad L.M., Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Harold Koontz and Heinz Wehrich. Essentials of Management Tata McGraw- Hill Education Private Ltd. New Delhi.
4. Mukherjee, Principles of Management and Organisational behavior , Tata McGraw Hill Education Private Ltd. New Delhi.
5. Heinz Wehrich, Cannice& Koontz, Management (A Global Perspective), Tata McGraw Hill Educational Private Ltd, New Delhi.
6. Dubrin, Andrew, Management: Concepts and Cases, Thomson Press (I) Ltd, 2009.

**SEMESTER I: CORE II
QUANTITATIVE METHODS FOR MANAGERS**

Course Code : 17MBA1C2
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

- Understand why statistics are important for making business decisions (when to use quantitative analysis vs. “common sense”).
- Demonstrate a sound knowledge of statistical terms.
- Be able to explain the merits and limitations of various statistical techniques.
- Be able to read and interpret statistical information and be able recognize when meaningful statistics are (and are not) being used.

OUTCOMES: On completion of this module, the student should be able to:

- Understands the fundamentals of Mathematical and statistical concepts.
- Understand statistical inference in relation to international business decision-making.
- Analyse the real time business problems and how to solve them.
- Giving suggestion based on quantitative analysis.

UNIT – I MATHEMATICS (15 Hrs)

Introduction to Matrices & Determinants -Addition – Subtraction – Multiplication – Inversion of Matrices – Solution of system of linear equals with the help of Matrices and determinants. Calculus: Variables – Constants – Functions: Graphs of function – simple differentiation of algebraic function – First & second order differentiation – solution of problems involving Maxima & Minima of Algebraic functions.

UNIT – II STATISTICS (15 Hrs)

Introduction to Statistics – Collecting & tabulating data – Measures of Central Tendency & Dispersion in Frequency Distribution# – Skewness and Kurtosis – #Probability Theory: Classical Objective & Subjective Approach# – Addition, Multiplication & Bayes theorem.

UNIT – III PROBABILITY DISTRIBUTION & SAMPLING (15 Hrs)

Binomial, Poisson and Normal Sampling and Types of Sampling – Concept of Standard Error – Central Limit theorem: Estimation: Types of Estimates – point Estimate, Interval Estimate of their population mean, variance and proportion.

UNIT - IV HYPOTHESIS TESTING (15 Hrs)

Testing of Hypothesis – Significance level – Type I & Type II error – One & two tail tests – Hypothesis testing of means, proportion – Z ,t,F tests– Chi - Square as a test of independence and goodness of fit.

UNIT – V BUSINESS FORECASTING (15 Hrs)

Theory of Correlation and Regression: #Meaning of Correlation and Regression#– Correlation Coefficient – Rank Correlation – Simple Linear Regression, Time Series Analysis – Determination of trend by graphical, moving average and least square methods – Calculation of Seasonal Indices by Simple Average and Link relative method

#Self-Study portion

TEACHING PEDAGOGY: Lecture, Assignments, Quiz.

REFERENCE BOOKS

1. Vohra N.D. Quantitative Techniques in Management, Tata McGraw Hill Education Private Ltd., New Delhi. 4 edition (28 October 2009)
2. Dr.Gupta S.P., Statistical Methods, Sultan Chand & Sons, New Delhi. 44rd Revised Edition 2014
3. Gupta S.C., Fundamentals of Statistics, Himalaya Publishing House, New Delhi. 7th edition 2016
4. Croxton, Cowden & Kiein., Applied General Statistics, Prentice Hall, New Delhi.
5. D. N Elhance., Fundamentals of Statistics, Kitab Mahal, New Delhi.

**SEMESTER I: CORE III
ECONOMICS FOR DECISION MAKING**

Course Code : 17MBA1C3
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To make the students to realize the usefulness of economic tools, principles, laws etc. in business decisions.

OUTCOMES: After having learned this course the students will be able

- To understand Economic concepts in management
- To assimilate different pricing strategies to be adopted in an organisation
- To arrive at managerial decisions effectively

UNIT - I INTRODUCTION (12 Hrs)

Introduction to Economics - Nature and Scope of Management Economics - Significance in decision making and fundamental concepts - Objectives of a firm - Managerial theories of firm - profit maximization - #economies of scale#.

UNIT - II DEMAND AND SUPPLY ANALYSIS (12 Hrs)

Demand Analysis; Law of Demand - Exceptions to the law of Demand - Determinants of Demand - Elasticity of Demand - Uses of Elasticity of Demand for managerial decision making - measurement of Elasticity of Demand - Demand forecasting - significance – methods #Supply Analysis - Law of Supply - Supply Elasticity - Analysis and its uses for managerial decision making#. Production concepts and analysis - Production function - single variable - Law of variable proportion - two variable - Law of returns to scale - Short-run and long-run cost curves and their managerial uses.

UNIT - III MARKET STRUCTURES (12 Hrs)

Market Equilibrium and Average Revenue Concept - Market Structure- Perfect Competition- features - Determination of price under perfect competition –Monopoly- Features- pricing under monopoly - Price Discrimination - Monopolistic: Features- pricing under monopolistic competition- product differentiation - #Oligopoly - Features - kinked demand curve#.

UNIT - IV PRICING METHODS (12 Hrs)

Full Cost Pricing – Target Pricing- Marginal Cost Pricing - Going Rate Pricing- Limit Pricing – Price Leadership - Pricing Strategies- Price Determination - Full Cost Pricing, #Product Line Pricing#

UNIT-V MACRO ECONOMIC CONCEPTS (12 Hrs)

National Income - Concepts and various methods of its measurement – Inflation- Types and Causes - Business Cycle - Profit concept - #Dynamic Surplus theory - Risk & Uncertainty bearing theory# and Innovation theory.

#Self study portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations.

REFERENCE BOOKS

1. Suma Damodaran., Managerial Economics. Oxford University Press, 2010
2. Managerial Economics, Joel Dean, Prentice Hall
3. Hirschey Mark., Economics for Managers, Thomson, India Edition, 2007.
4. Petersen Craig H., Managerial Economics, Pearson Education, 2006.
5. Dominick Salvatore, Managerial Economics, Oxford University Press, 2007.
6. Atmanand., Managerial Economics, Excel Books, 2007.
7. Mithani D.M., Principles of Economics, Himalaya Publishing House, 2005.
8. Dwivedi D.N., Managerial Economics, Vikas Publication, 7th Edition.
9. Mehta P.L., Sultan Chand & Sons.

**SEMESTER I: CORE IV
MANAGERIAL COMMUNICATION**

Course Code : 17MBA1C4
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

- 1. OBJECTIVES: To impart Students to**
 - Understand the basic concepts of communication, Listening Skills, barriers in communication & overcoming the same.
 - Develop skill in Assertive communication.
 - Knowledge on Communication networks.
 - Develop skills in presentation.
 - Develop public speaking skills.

- 2. OUTCOMES: On undergoing this course the student should be able to**
 - Communicate effectively with others.
 - Understand others through better listening skills.
 - Communicate Assertively.
 - Will clear about communication.
 - Make effective presentations with or without using audio visual aids.
 - Skill to address the groups.

- 3. COURSE CONTENTS:**

MODULE NO.	MODULE	HOURS
I	CONCEPTS OF COMMUNICATION Definition, #Scope and Functions#, Forms of Communication, Objectives of Communication, Principles of Effective Communication, Process of Communication, Barriers of Effective Communication, Overcoming Communication Barriers.	12
II	ASSERTIVENESS Developing Listening Skills, Features of a good listener, Assertiveness: Reason for unassertiveness, Qualities of an assertive Person, #Empowering to become Assertive#.	12
III	COMMUNICATION NETWORKS Channels of Communication – Formal: Upward, Downward, Lateral, #Comparing formal and informal channels for communication situations# – Types of Grapevine chains, Advantages and Disadvantages of the grapevine.	12
IV	PRESENTATIONS Preparing for and Conducting Presentations, #Choosing a method of Speaking#, Audience Analysis, Effective Presentation Strategies, Enhancing presentations with Audio-Visual Media - Body Language : One to One communication – CEO Speech and CEO Interviews.	12
V	PUBLIC SPEAKING AND CORPORATE COMMUNICATION Practicing good corporate communications, #Effective Public speaking and Communications Skills for Business Leaders#, Role Play: concept, Exemplify Employer - Employee / Interviewer – Interviewee Relationships, Managerial Speeches: Public Speaking, Speech of Introduction, Speech of Welcome, Speech of thanks, Occasional Speech, Theme Speech.	12

#Self study portion.

4. PEDAGOGY

- (1) Lectures
- (2) Discussions and Role Playing
- (3) Video Discussions
- (4) Online Exercises
- (5) Web based Assignments and Presentations

5. PRACTICALS

- ✓ Case Analyses
- ✓ Role Plays
- ✓ Group Discussions,
- ✓ Comprehension Skills based on reading
- ✓ Listening using audio-visual media
- ✓ Lectures
- ✓ Audiovisual Presentations
- ✓ Assignments and Presentations.
- ✓ Online Exercises

6. REFERENCE BOOKS

1. Business Communication Today, Courtland L. Boovee. John V. Thill, Eight Edition, Pearson Education, New Delhi.
2. Chaturvedi, P. D. and Mukesh Chaturvedi, *Business Communication: Concepts, Cases and Applications*, Pearson Education, New Delhi, 2004.
3. Urmila Rai., Rai S.M., Business Communication Himalaya Publishing House.
4. Kitty O Locker and StepenKyoKaczmarek, Business Communication Building Critical Skills, Third Edition Tata McGraw-Hill Companies, New Delhi
5. M K Sehgal and Vandana Khetarpal, Business Communication, Excel Books Publishing, New Delhi

7. LIST OF JOURNALS/PERIODICALS/ MAGAZINES/ NEWSPAPERS ETC.

- Harvard Business Review
- Business India
- Business Today
- Business World
- Journal of Business Communication
- The Hindu Edge
- Business Line
- Business Standard

**SEMESTER I: CORE V
ACCOUNTING FOR MANAGERS**

Course Code : 17MBA1C5
Hours/week : 5
Credits : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To make the students understand the basic principles of financial, cost and management accounting. To familiarize with the intricacies of accounting, planning and tools for decision making.

OUTCOME: Possess a managerial outlook of accounts and understands and interprets financial statements and have basic knowledge in Financial, Cost and Management Accounting.

UNIT - I INTRODUCTION TO FINANCIAL ACCOUNTING (15 Hrs)

Accounting: Principles - Financial Accounting; concepts and conventions – Journal – Ledger - Trial balance - Adjustments-Preparation of final accounts of sole trader business - Company Accounts - Issue of shares-#company final accounts as per Schedule III of Companies Act,2013.#

UNIT - II COST ACCOUNTING (15 Hrs)

Introduction to cost accounting – definition - objectives - classification of cost - methods of costing - Preparation of cost sheet - Methods of pricing materials issues - FIFO – LIFO - Simple and weighted average – #Base stock method#

UNIT - III MANAGEMENT ACCOUNTING (15 Hrs)

Introduction to Management accounting – objectives – Functions – scope - Financial statement analysis - comparative FS - common size FS - #Trend Analysis # - Ratio Analysis.

UNIT – IV FUNDS FLOW ANALYSIS AND CASH FLOW ANALYSIS (15 Hrs)

Funds Flow Statement – Preparation of Statement of changes in working capital - calculation of funds from operations – FFS - calculation of cash operating profit - Cash Flow Statement- #AS3 model#

UNIT - V MANAGERIAL COSTING AND BUDGETS (15 Hrs)

Marginal costing - Break Even Analysis – Cost – Volume - Profit Analysis - Managerial Application of CVP Analysis - #Budgets and Budgetary control# - Functional Budgets - cash budget - Flexible budget.

(20% Theory and 80% Problems)

Self study portions

TEACHING PEDOGOGY: PPT, Case Studies

REFERENCE BOOKS:

1. Accounting for Management- S.N.Maheswari, Sultan Chand &sons, New Delhi.2015
2. Management Accounting- S.N.Maheswari, Sultan Chand &sons, New Delhi.2015
3. M.C. Shukla, T.S. Grewal and S.C. Gupta, Advanced Accounting, 2015, S. Chand &Co. New Delhi
4. R.L. Gupta & M. Radhasamy, Advanced Accounting, 2014, 17th Edition, Sultan Chand &Sons. New Delhi
5. Arora, M.N. A Text Book of Cost Accountancy, 6th Ed., Vikas Publishing House, New Delhi.
6. Sharma and Gupta- Management Accounting- Kalyani Publishing House, New Delhi
7. SP Jain and KL Narang –Cost Accounting- Kalyani Publishers, New Delhi
8. Khanna, Ahuja, Pandey and Batra-Practical Costing- S.Chand & co., New Delhi.

**SEMESTER I: CORE VI
ORGANISATIONAL BEHAVIOUR**

Course Code : 17MBA1C6
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The objective of the Course is to facilitate the students to understand the basic concepts of Organisational Behaviour and also analyze the dynamics of behavior at Individual, interpersonal, Group and organizational levels.

OUTCOMES: Students who complete this course are expected to familiarize and grasp

- Different perspectives of organizational behavior, learning, personality, attitude , perception and behavioural models
- Reasons of Group formation and Interpersonal Communication.
- The leadership styles and various theories of motivation.
- The intricacies of organizational change, Management of Organisational Development, Elements of organizational culture and Climate.

UNIT – I INTRODUCTION (12 Hrs)

Organisational Behaviour - Foundations of Organisation Behaviour – Definition – Characteristics – Objectives - Significance – Elements – #Disciplines Contributing to Organisational Behaviour# – Organisational Behaviour Models - Factors Influencing Individual Behaviour – Personal – Psychological Organisational and Environmental Factors – Behavioural Models – Rational Economic – Social – Organisational– Self Actualization Models.

UNIT – II PERSONALITY & PERCEPTION (12 Hrs)

Concept of Personality – #Determinants – Genetic – Social –Situational Dimensions# – Personality Theories – Trait – Type – Psycho Analytic, Social Learning and Self theories – Perception – Meaning – #Process of Perception# – Determinants of Perception – Learning – Factors Determining Learning.

UNIT – III ATTITUDES AND GROUP BEHAVIOUR (12 Hrs)

Attitude Meaning – #Nature and Characteristics of Attitudes# – Different Ways of Changing Attitudes – Values – Types and Formation of Values – Group- Meaning and Characteristics of Groups – #Reasons for Group Formation# – Stages in Group Development – Group Cohesiveness and Group Dynamics.

UNIT – IV INTERPERSONAL COMMUNICATION AND MOTIVATION (12 Hrs)

Interpersonal Communication – Transactional Analysis – Ego States -Johari Window – Life Positions – Power - #Sources and Types# – Organisational Politics – Factors Contributing to Organisational Politics – #Limiting Strategies# – Motivation – Significance – Theories – Maslow – Herzberg – Douglas Mc Gregor Theories of Motivation.

UNIT – V ORGANISATIONAL CHANGES AND CULTURE (12 Hrs)

Organisational Change – #Factors Determining Organisational Change# – Resistance to Change – Overcoming Resistance – Organisational Development – Objectives of Organisational Development - Process of Organisational Development – Organisational Culture - Determinants of Organisational Culture – Organisational Climate - #Characteristics and Types# – Changing Organisational Climate – Measures for Developing Sound Organisational Climate – Organisational Effectiveness – Dimensions Influencing Organisational Effectiveness – Conflicts in Organisations – Causes – Resolution of Conflicts.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Analysis, Group Discussions and Seminar Presentation

REFERENCE BOOKS

1. Dr. Prasad L.M.,Organisational Behaviour, Sultan Chand & Sons, New Delhi.
2. Mukherjee, Principles of Management and Organisational behavior , Tata McGraw Hill Education Private Ltd. New Delhi.
3. Organisational Behaviour – Oxford University Press.
4. Stephen Robbins, Organization Behaviour, Pearson Education, New Delhi.
5. Fred Luthans, Organization Behaviour, Tata McGraw Hill Education Private Ltd, New Delhi.
6. Aswathappa, Organization Behaviour, Himalaya Publications, New Delhi.
7. Chandan, Jit S, Organisational Behaviour, Vikas Publishing House P Ltd, New Delhi

**SEMESTER I: CORE VII
INFORMATION SYSTEMS FOR BUSINESS**

Course Code : 17MBA1C7
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: This course discusses key issues pertaining to Information systems in the managerial context. Focus is on the functional applications of Information systems and IS practices in organizations.

OUTCOME: After taking this course, the students will be able;

- To explain the importance of determining information system requirements for all management levels by describing the differences between various types of information systems.
- To describe how information systems are developed and
- To identify which information technology tools are used to solve various business problems.

UNIT - I FOUNDATIONS OF INFORMATION SYSTEM (IS) (12 Hrs)

System concepts - The Importance of IS and IT - Components of IS- IS resources- IS Activities; Operations support system-Management support system- other classifications of IS- #Systems approach to problem solving#;

UNIT - II IS FOR BUSINESS OPERATIONS (12 Hrs)

Cross-functional IS- Marketing Information system- Manufacturing Information System-Human Resource Information System – Accounting Information System – #Financial Information System#- Transaction Processing System.

UNIT - III IS FOR MANAGERIAL DECISION SUPPORT (12 Hrs)

Management Information System - Decision support system – Executive Information System - #Expert system#.

UNIT - IV IS FOR STRATEGIC ADVANTAGE (12 Hrs)

Competitive Strategy concepts – Roles and Challenges of Strategic Information systems- Breaking Business barriers- Reengineering Business Process – Creating virtual company -Building knowledge creating company – #Using Internet Strategically#.

UNIT - V MANAGING INFORMATION TECHNOLOGY (12 Hrs)

Organization Planning – Information systems Planning methodologies -Business system planning- Computer aided planning tools - Security and control issues in IS - The importance and need of controls - IS controls – Facility controls-Procedural controls- #Auditing IS#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Discussion, Case Study and Presentation

REFERENCE BOOKS:

1. James A. O'Brien, 'Management Information Systems, Tata McGraw-Hill Education Private Limited, New Delhi.
2. Daniels N.C. "Information Technology", Addison waisely Publications.
3. Mcloed J.R.R., "Management Information Systems", Maxwell McMillan International.

SEMESTER I: OUT-BOUND TRAINING

17MBA1OBT - OUT- BOUND TRAINING PROGRAMME (OBT)**

OBT Module

OBT Training involved in Assessing & Building Individual / Basic Competencies (Soft Skills) through Experiential & other methods.

OBT Model

- A paradigm shift in the students Development Process, moving away from Learning by Observing, Hearing, Reading to a "Learning by Doing model"
- A Structured Multi-Dimensional Learning Program
- All theoretical concepts are put to test under challenging situations in a natural setting
- We believe in focus on Learning rather than Training. Likewise, we facilitate rather than teach (we do not believe in "chalk & talk" philosophy)

OBT Focus

- Building self-confidence, initiative, creating self-belief and an attitude of "I CAN"
- Enhancing Communication & Interpersonal Skills
- Stimulate Out of the box thinking
- Group Planning for Success
- Managing Time
- Goal Orientation
- Building Trust, Bonding & Team Building
- Group Dynamics (Inter & Intra Group)
- Problem Solving & Decision Making through consensus
- Developing Leadership skills
- Project Management

**** GRADING SYSTEM ONLY**

**SEMESTER II: CORE VIII
COMMUNICATION SKILLS**

Course Code : 17MBA2C8: P
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 20
External Marks: 80

1. OBJECTIVES: To Impart Students the

- Knowledge on structure & layout of business letters and prepare letters for quotation and queries, sales, collection, complaints and claims.
- To develop skills in preparing business reports including memos, minutes and notices.
- Knowledge on workplace etiquettes.
- Develop skill to communicate through social media.
- To develop negotiation skills.

2. OUTCOMES: On undergoing this course the student should be able to

- Have skill to write letters for getting quotations, sales, collection, complaints and claims.
- Will have skill to prepare business reports.
- Behave as per the business etiquettes in the work place.
- Will have skill to communicate through social media.
- Will be able to negotiate effectively.

3. COURSE CONTENTS

Module No.	Module	Hours
	WRITTEN COMMUNICATION	
I	Business letters – Structure and Layout of business letters –Drafting letters relating to enquiries and replies; Complaints and claims, Sales, Collections, Quotation, #Job Application Letters#.	12
	BUSINESS REPORTS	
II	Report Writing, Types of Reports, Structure of Reports, Individual and Committee Reports, #Essentials of good report writing#, Work Place Communication through memos, minutes, notices.	12
	WORKPLACE ETIQUETTE	
III	Etiquette - meaning, its need and types of etiquettes, #making positive impressions# - communicating – meetings, work space- international business etiquette - Telephonic Etiquette – Answering the telephone and asking for someone, Taking and leaving messages, Making enquiries on the phone – calling for appointment – Email Etiquette.	12
	SOCIAL COMMUNICATION	
IV	Blogs, Reviews (Books), Posting Comments, Tweets, Cross-cultural Communication, #Gender sensitivity in Communication#.	12
	NEGOTIATION SKILLS AND CONDUCTING MEETINGS	
V	Definition, importance, Requirements of a Negotiator, Negotiation Process, Negotiation Techniques, Conducting Effective Meetings: Selecting Participants, Developing Agendas, Opening the Meeting, #Establishing Ground Rules#, Time Management in Meetings - Evaluating the Meeting Process - Evaluating the Overall Meeting - Closing the Meeting.	12

Self study portion.

4. PEDAGOGY

- (1) Lectures
- (2) Discussions and Role Playing
- (3) Video Discussions
- (4) Online Exercises
- (5) Web based Assignments and Presentations

5. PRACTICALS

- ✓ Case Analyses
- ✓ Role Plays
- ✓ Group Discussions
- ✓ Comprehension Skills based on reading
- ✓ Listening using audio-visual media
- ✓ Lectures
- ✓ Audiovisual Presentations
- ✓ Assignments and Presentations
- ✓ Online Exercises

6. REFERENCE BOOKS

1. Business Communication Today, Courtland L. Boovee. John V. Thill, Eight Edition, Pearson Education, New Delhi.
2. Communication for Business, A Practical Approach, Shirley Taylor, Fourth Edition, Pearson Education, New Delhi.
3. Developing Communication Skills, Krishna Mohan, Meera Banerji, 2nd Edition.
4. Technical Communication- A Reader-Centered Approach, Paul V. Anderson, Sixth Edition.
5. Chaturvedi, P. D. and Mukesh Chaturvedi, Business Communication: Concepts, Cases and Applications, Pearson Education, New Delhi, 2004.
6. Urmila Rai., Rai S.M., Business Communication Himalaya Publishing House.
7. Kitty O Locker and Stephen Kyo Kaczmarek, Business Communication Building Critical Skills, Third Edition Tata McGraw-Hill Companies, New Delhi
8. M K Sehgal and Vandana Khetarpal, Business Communication, Excel Books Publishing, New Delhi

7. LIST OF JOURNALS/PERIODICALS/ MAGAZINES/ NEWSPAPERS ETC.

- Harvard Business Review
- Business India
- Business Today
- Business World
- Journal of Business Communication.
- The Hindu Edge
- Business Line
- Business Standard

**SEMESTER II: CORE IX
OPERATIONS MANAGEMENT**

Course Code : 17MBA2C9
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To understand the concepts and techniques of Operations Management.
- To use the above for improving the Operational Productivity of Organisations.

OUTCOME:

At the end of the course the student will understand concepts, techniques and tools to design analyze and improve operational capabilities of an organization.

UNIT - I (12 Hrs)

Nature and Scope of Production and Operations Management: Production Function, Types of Production Systems – Decision Making in Operations Management - Appropriate Technology – Automation - Hi-Tech Verses Low-Tech, #Capital Intensive Verses Labour Intensive#.

UNIT - II (12 Hrs)

Product Design: Types, Importance, Objectives, Characteristics, Factors Influencing Product Design. Capacity Planning: Factors Affecting Plant Capacity - Determination of Plant Capacity, Procedure for Capacity Planning. Plant Location: Meaning, Need for Location Decisions, Factors Influencing Plant Location, Rural and Urban Location, #Government Control on Location of Industries. #.

UNIT - III (12 Hrs)

Plant Layout: Introduction, Needs, Objectives of Good Layout, Factors Influencing Plant Layout, Classification of Layouts – Process, Product, Fixed and Service Layouts. Plant Maintenance: Meaning, Scope, Objectives and Types. Quality Control: Meaning, Statistical Quality Control, #Acceptance Sampling#.

UNIT - IV (12 Hrs)

Material Requirement Planning: – Objectives of MRP - Issues of MRP - MRP-I and MRP-II - Scheduling - Flexible Manufacturing System - #Introduction to TQM Concepts – Quality Circle#.

UNIT - V (12 Hrs)

Purchasing Management: Purchase Functions - Special Purchase System and Aspects of Purchase Management - Stores Management - Inventory Control: Benefits - Inventory Costs - Factors Influencing Inventory Control - Inventory Control Techniques (ABC, VED Analysis Etc.,) JIT. #Materials Management#.

self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation

REFERENCE BOOKS

1. Joseph G. Monks, Operations Management – Theory and Problems, Tata McGraw Hill Education Private Ltd.
2. Aswathapa K., Shridharan Bhat K., Production and Operation Management, Himalaya Publishing House.
3. Panneerselvam, R., Production and Operations Management, Third Edition, PHI Learning Pvt. Ltd., 2012, New-Delhi.
4. Alan Muhlemann and Others, ‘Production and Operations Management’, Macmillan.
5. Adam and Elbert, ‘Production and Operations Management’, Prentice Hall.
6. E.S.Buffa, ‘Modern Production and Operations Management’.
7. Chary, S.N., ‘Production and Operations Management’, Tata McGraw Hill Education Private Ltd, New Delhi.
8. Biswajit Banerjee, ‘Operations Management and Control’, S.Chand, G. Nair, ‘Production and Operations Management’ Tata McGraw Hill Education Private Ltd, 2002.

**SEMESTER II: CORE X
FINANCIAL MANAGEMENT**

Course Code : 17MBA2C10
Hours/week : 5
Credits : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

OUTCOMES: The students will be able to:

- To understand the time value of money and determine the present and future values of cash flows.
- To calculate the cost of primary sources of capital and incorporate their cost when making investment decisions.
- Determine the firm's capital structure and develop the skills to analyze the impact of various financing alternatives on the wealth maximization / valuation of the firm.
- Implement investment decisions, the process and methods of evaluation of various investment proposals and to evaluate the dividend policies.

UNIT - I INTRODUCTION (15 Hrs)

Importance of Finance – Business Finance – Financial Management – Introduction – Nature - Significance – Finance Functions – Time value of money – Objectives of Financial Management - #Liquidity Vs Profitability#

UNIT - II COST OF CAPITAL AND LEVERAGES (15 Hrs)

Cost of Capital and its Importance - # Factors Influencing Cost of Capital# - Computation of Cost of Capital – Cost of Equity, Cost of Debt, Cost of Preference Share, Cost of Retained Earnings and Weighted Average Cost of Capital – Leverage: Operating, Financial and Composite leverages.

UNIT - III CAPITAL STRUCTURE (15 Hrs)

Capital Structure – #Sources of Long Term Capital# - Optimum Capital Structure, EBIT and EPS approach, Capital Structure theories – Net Income approach, Net Operating Income approach - MM approach- Traditional approach.

UNIT - IV CAPITAL BUDGETING (15 Hrs)

Introduction – Importance – #Types of Capital Expenditure Decision - Factors influencing capital expenditure decision# - Methods of evaluating investments - Pay Back period – Accounting Rate of Return – Net Present Value – Profitability Index – Internal Rate of Return.

UNIT - V WORKING CAPITAL & DIVIDEND (15 Hrs)

Working Capital Management – Nature, Need and Factors determining Working Capital, Operating Cycle, Estimation of Working Capital requirements. Dividend –Theories of dividend – Dividend policy – Determinants of dividend – MM model – Walter's Model – Gordon's Model – #forms of dividend#.

(Theory – 40%, Problems – 60%)

Self study portion

TEACHING PEDAGOGY: Lecture, Case study, Assignment and Practical Sessions.

REFERENCE BOOKS:-

1. S.N.Maheswari- Financial Management Principles and Practices, Sultan Chand &co., New Delhi, (2014)
2. Khan M.Y. and Jain P.K. (2014). "Financial Management Text, Problems and Cases" (7ed.) Tata McGraw Hill Education (India) Private Limited, New Delhi.
3. Prasanna Chandra, (2015) Financial Management Theory and Practice (9ed.), Tata McGraw-Hill Education Private Ltd., New Delhi.
4. James C Vanhorne, Financial Management and Policy, Pearson Education Asia (Low priced edition) 12th edition, 2006.
5. Shashi K. Gupta, R.K Sharma, Financial Management-Theory and Practice, (11ed). Kalyani Publishers. (2015)
6. Rajiv Srivastava, Anil Misra., Financial Management, Oxford University Press, 4th Impression, 2013.

**SEMESTER II: CORE XI
MARKETING MANAGEMENT**

Course Code : 17MBA2C11
Hours/week : 4
Credit : 4

Max.Marks :100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

The course helps the student's decision making skills in dealing with complex, dynamic and challenging market situations.

OUTCOMES:

After having learned this course the students will be able

- To understand the core concepts of marketing
- To segment the market based on segmenting variables
- To know the marketing mix
- To expose to market share and profitability analysis of business organisation

UNIT - I MARKETING - INTRODUCTION (12 Hrs)

Core concepts of marketing- Production Concept – Product Concept - Selling concept, Marketing concept - Market Planning Process - Macro & Micro Environments – #Marketing Mix#.

UNIT - II CONSUMER BEHAVIOUR & STP IN MARKETING (12 Hrs)

Consumer Behaviour Model - Buying decision process- Buying roles & stages in buying.
Segmentation: Approach. Patterns and Segmentation Procedures, basis for segmentation consumer market – Targeting – #Positioning# - Marketing Strategies: for leaders, for followers, for niche marketers, for challengers, for global markets.

UNIT - III PRODUCT, PRICING, PROFITABILITY (12 Hrs)

Product – Levels, Hierarchy, Classification, mix decision and line decisions. Product Life Cycle (PLC)
Strategies - New Product development – Pricing – Objectives, Influencing factors, methods, strategies - #Brand, Brand equity, naming decisions and strategies# – Annual Plan control, Sales analysis Market Share analysis, Profitability analysis.

UNIT - IV PROMOTION, PLACE, MARKETING ORGANISATION (12 Hrs)

Promotion - Promotional mix, tools Advertising, Sales promotion, personal selling, Public relations, and direct marketing.- #Place - Channels decision Nature and Characteristics of Marketing channel Functions#, Channel dynamics, Channel Design and Management decisions. Marketing organization & implementation: evolution, ways of organizing the marketing departments

UNIT - V CONTEMPORARY MARKETING CONCEPTS (12 Hrs)

Societal Marketing – Green Marketing - Cause Related Marketing - Sustainable Marketing - Social Media Marketing – Digital Marketing– Rural Marketing – Global Marketing.

Self study portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions and Seminar Presentations,

REFERENCE BOOKS:

1. Philip Kotler, Marketing Management (Millennium edition), Prentice-Hall of India (P) Ltd., New Delhi
2. Zikmundd' Amico, Marketing, South Western, Thomson Learning,.
3. Michael R. Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning.
4. Douglas J.Darymple, Marketing Management, John Wiley & Sons.
5. NAG, Marketing successfully A professional perspective, Macmillan.
6. Boyd Walker, Marketing Management, Tata McGraw-Hill Education Private Ltd.

**SEMESTER II: CORE XII
HUMAN RESOURCE MANAGEMENT**

Course Code : 17MBA2C12
Hours/week : 4
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

To enable the budding managers to acquaint with a complete- comprehensive review of essential concepts and techniques of Human Resource Management with an orientation towards their applications.

OUTCOMES: Students who complete this course are expected to grasp and familiarize

- The rudiments of HR Management- HR Planning- Recruitment and Selection Process.
- The steps in training and its practical dimensions and Career Development.
- The practical dimensions of reward management and performance appraisal.
- Emerging horizons of HRM with the special attention to impact of globalization and HR Information System.

UNIT - I INTRODUCTION (12 Hrs)

Meaning – Nature - Significance – Objectives- Scope and Functions – #Evolution of Human Resource Management# – Organisational Design and Human Resource Management – Role of Human Resource Manager – Human Resource Policies - HR Accounting- #HR Auditing#.

UNIT - II PLANNING AND RECRUITMENT (12 Hrs)

Importance of Human Resource planning – Need For HRP – Forecasting Human Resource Requirement – HRP Process – #Determinants of HRP# - Importance of Recruitment – Internal and External sources - #Selection process# – Interview types - Employer Branding- Employee Branding.

UNIT - III TRAINING AND DEVELOPMENT (12 Hrs)

Types of Training - Methods - Purpose- Benefits – #Steps in Training Program# – Evaluation of Training Program – Executive development Programmes – Common practices – #Career Planning# - Career Development Stages.

UNIT - IV EMPLOYEE REMUNERATION (12 Hrs)

Employee Remuneration: Components – #Theories of remuneration# – Types of Benefits – Fringe Benefits - Motivation – Monetary and Non-Monetary schemes - Performance Appraisal – #Meaning-Need- Importance- Objectives# - Methods - Problems – Requisites of Good appraisal Plan- Performance metrics.

UNIT - V EMERGING HORIZONS IN HRM (12 Hrs)

Issues in Virtual Organisations and Knowledge Based Organisations - # Labor welfare measures in Organisations# – International HR Management – #Impact of Globalisation on HRM# – Model of IHRM – Work force diversity – Downsizing – Voluntary Retirement Schemes - HR Information System.

Self study portion

TEACHING PEDAGOGY: Lecture, Case Analysis, Role Plays and Presentation

REFERENCE BOOKS

1. Dr.Gupta C.B.- Human Resource Management- Sultan Chand & Sons- New Delhi.
2. Gary Dessler- Human Resource Management 4th Edition, Prentice Hall of India Private Ltd, New Delhi.
3. Dr.Subba Rao.P- Personnel & HR Management- Himalaya Publication House-Delhi.
4. Pravin Durai- Human Resource Management- Pearson- Delhi
5. UdayKuamrHaldar- Juthika Sarkar- Human Resource Management- Oxford University Press.
6. BiswajeetPattnayak- Human Resource Management- Prentice Hall Of India.
7. Aswathappa.K- Human Resource Management- Text and Cases- Tata McGraw-Hill Education Private Ltd. New Delhi.
8. Harold Koontz and Heinz Wehrich. Essentials of Management Tata McGraw- Hill Education Private Ltd. New Delhi.

**SEMESTER II: CORE XIII
ENTERPRISE RESOURCE PLANNING**

Course Code : 17MBA2C13
Hours/week : 4
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The course aims to provide students a basic understanding in the planning and implementation of advanced enterprise-wide systems and technologies.

OUTCOME: After taking this course, the students will be able;

- To comprehend the technical aspects of ERP systems,
- To understand concepts of reengineering and its role in ERP system implementations,
- To map business processes using process mapping techniques,
- To understand the steps and activities in the ERP life cycle and
- To identify and describe typical functionality in an ERP system;

UNIT - I INTRODUCTION (12 Hrs)

Concept of System Island & Integration – An overview of Enterprise Resource Planning (ERP) - ERP Need Analysis - ERP Evolution - ERP Characteristics - ERP Benefits and Limitations – Expectations of ERP- #Reasons for ERP Failure#.

UNIT - II BUSINESS PROCESS REENGINEERING (BPR) (12 Hrs)

Concept of Business process -Basics and Definitions of BPR- Emergence of BPR- Identification of reengineering need- Components of reengineering –Stages and Tasks of BPR – BPR Model - Benefits of BPR- BPR guiding principles – BPR vs. TQM- BPR vs. Continuous Improvement – BPR vs. Restructuring – #Role of IT in BPR#.

UNIT - III ERP IMPLEMENTATION (12 Hrs)

Implementation life cycle- Implementation Methodology/Approach- Hidden costs – Team Formation - Vendors, Consultants and Users – Post Implementation – #Risks and Issues#.

UNIT - IV ERP MODULES (12 Hrs)

Accounting and Finance – Manufacturing- Human Resources - #Quality Management# - Sales and Distribution.

UNIT - V ERP TECHNOLOGIES (12 Hrs)

SAP AG- People soft – Baan - JD Edwards – Oracle - ERP and Internet - Future of ERP -# Cloud Computing#.

Self-study portion

TEACHING PEDAGOGY: Lecture, Discussion, Case Study and Presentation

REFERENCE BOOKS:

1. Alexis Leon, “ERP Demystified”, TMH, New Delhi.
2. Vinod Kumar Garg and Venkata Krishnan N.K., Enterprise Resource Planning - Concepts and Practice, PHI, New Delhi.
3. Mary Sumner, Enterprise Resource Planning, Pearson education, New Delhi.
4. Jagan Nathan Vaman, ERP in Practice, TMH, New Delhi.
5. Joseph A. Brady, Ellen F. Monk, Bred Wagner, Concepts in Enterprise Resource Planning, Thomson Course Technology, USA.

**SEMESTER II: CORE XIV
RESEARCH METHODS IN MANAGEMENT**

Course Code : 17MBA2C14
Hours/week : 5
Credits : 5

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES

The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis. Some other objectives of the course are:

- To develop understanding of the basic framework of research process.
- To develop an understanding of various research designs and techniques.
- To identify various sources of information for literature review and data collection.
- To develop an understanding of the ethical dimensions of conducting applied research.
- Appreciate the components of scholarly writing and evaluate its quality.

OUTCOMES

- On satisfying the requirements of this course, students will have the knowledge and skills to: Define and explain a variety of approaches to research in social sciences
- Demonstrate a basic knowledge of commonly used methodological tools in empirical research, including surveys, interviews, content analysis, case selection and comparison, and basic statistical methods
- Appraise strengths and weaknesses of existing methodological approaches, including: assess conditions under which one can properly apply tools of measurement and systematic ways to make inferences and interpret data ; and Formulate research questions, develop arguments and choose proper research design in its support

UNIT - I INTRODUCTION TO RESEARCH (15 Hrs)

Definition of Research, Qualities of Researcher, Research Problem Identification, Formulation of Research Problem. Scientific Research in Management - The Research Process and Types - The need for Theoretical Frame Work -Hypothesis Development and #Hypothesis Testing#

UNIT - II RESEARCH DESIGN, SCALING AND INSTRUMENTATION (15 Hrs)

Research Design Classification: Experimental Research, Exploratory Research, Descriptive Research, Causal Research - Selection of the type of Research. Measurement Design, Sampling Design - Reliability Concept, Internal and #External validity#.

UNIT - III DATA COLLECTION METHODS (15 Hrs)

Interviewing, Questionnaires - #Secondary sources of data collection# - Guidelines for Questionnaire Design - Electronic Questionnaire Design and Surveys - Special Data Sources: Focus Groups, Static and Dynamic panels - Review of the Advantages and Disadvantages of Various Data-Collection Methods and When to use each - #Sampling Techniques: Probabilistic and non-probabilistic samples# - Determining Sample Size, Determination of Optimal sample size.

UNIT - IV SELECT STATISTICAL TECHNIQUES (15 Hrs)

Analysis of Variance - Non Parametric Tests: Sign Test - Rank Sum Test - Mann Whitney U Test. Chi Square Test - Factor Analysis - Cluster Analysis - Discriminant Analysis - Multiple Regression & Correlation - Canonical Correlation - #Application of SPSS Package#.

UNIT - V THE RESEARCH REPORT (15 Hrs)

Purpose of the Written Report - Basics of Written Reports - Integral Parts of a Report - Title of a Report, Table of Contents, Synopsis, Introductory Section. #Results Section - Discussion Section - Recommendations and Implications#.

#self study portion

TEACHING PEDAGOGY: Readings, Lectures, Group Discussions, Exercises and Assignments

REFERENCES BOOKS

1. Donald R. Cooper, Pamela S.Schindler, Business Research Methods, Tata McGraw- Hill Education Private Ltd, New Delhi, Latest Edition.
2. Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, Latest Edition.
3. Kothari C.R., Research Methodology, WishvaPrakashan, New Delhi, Latest Edition.
4. Donald H.McBurney, Research Methods. Thomson Asia Pvt. Ltd. Singapore, 2002.
5. Ticchurst G.W., Veal A.J., Business Research Methods, Longman, 1999.
6. Ranjit Kumar, Research Methodology, Sage Publications, London, New Delhi, 1999.
7. Raymond-Alain Thietart, Doing Management Research, Sage publications, London, 1999.

SEMESTER II – SOCIAL PROJECT
17MBA2SP- SOCIETAL IMMERSION PROGRAMME**

INTRODUCTION:

Success of Manager depends on understanding the environment including socio cultural values the work done by rural Indians literacy level and the level of income. This exposure would help the budding Manager to contribute more to the nation. Jamal Institute of Management an eminent B-School in the South India since 2000 took a conscious effort to sensitize the budding managers, the challenges in the adoption of Inclusive growth policy. A Societal Immersion Programme is exclusively designed for the students of Management Studies to meet the following objectives.

OBJECTIVES:

To create an awareness about societal condition in village.

KEY GOALS:

- Expose the students of Management Studies to the issues of poverty, inequality and development in rural and urban context.
- Make them to understand the status, issues and interventions related to livelihoods, health and education.
- Help them to critically look at the roles of different stakeholders (govt., NGOs and Corporate) in the process of development at the grassroots.
- Facilitate self-reflection process to connect self (as a business management professional) in development process.

THE OUTCOMES:

The course is focuses on the significance of social concern every student must have, to serve the community in a better way. The course is structured in such a way that it concentrates on poverty, rural poverty, urban poverty which would definitely help students to understand the poverty, livelihood and social welfare in a holistic perspective.

The concept of becoming a social entrepreneur is the core take away. As business students creating social business models out of the social problems is brought as a niche area.

Students of Management Education are going to be future decision makers of CSR activities in the organization. In such a responsible sense, they have to know the areas of concern when they contribute towards CSR. For such deeds, Societal Immersion Program serves as a great platform in making them understand the concern areas.

The programme facilitates a huge positive transformation in the mindset of students about the struggling community. A feeling of compassion, love and care is all that people expect and to nurture that in the minds of students, such immersion programs are very important tin helping them to realize the importance of serving the society.

EVALUATION

- Evaluation of reports
- Presentation of study
- Conducting exhibition of clipping
- Evaluating models for inclusive growth

****GRADING SYSTEM ONLY**

**SEMESTER III: CORE XV
OPERATIONS RESEARCH**

Course Code : 17MBA3C15
Hours/week : 6
Credit : 5

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To acquaint the student with the application of operation research to business and industry.
- Students will be tested on the application of operation research to business related problems.

OUTCOMES:

- Proficiency with tools from optimization, probability, statistics, simulation, and engineering economic analysis, including fundamental applications of those tools in industry and the
- Public sector in contexts involving uncertainty and scarce or expensive resources.
- Facilitate with mathematical and computational modeling of real decision-making problems, including the use of modeling tools and computational tools, as well as analytic skills to evaluate the problems.
- Facilitate with the design, implementation of Decision making.

UNIT - I INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING (18 Hrs)

Introduction to operations research - #Definition – History – Features – Approaches – Models – Methods – Methodology – Applications – Techniques# - Linear Programming Problem: Mathematical Formulation, Graphical and Simplex Solution of LPP – Duality & Dual Simplex Algorithm.

UNIT - II INTEGER PROGRAMMING AND GAME THEORY (18 Hrs)

Integer Programming: Gomory's cutting plane method – Game Theory: 2 person zero sum game, graphical & simplex method.

UNIT - III TRANSPORTATION MODEL (18 Hrs)

Transportation problem: North West Corner, Least Cost, Vogels Approximation Method, MODI method, Degeneracy and Unbalanced Transportation problem – Assignment Model: Hungarian method, Traveling Salesman problem.

UNIT - IV NETWORK ANALYSIS AND SIMULATION (18 Hrs)

Network Analysis: Critical path method, Total, free and Independent Floats- PERT Problems - Simulation Monte Carlo Method, Inventory Simulation, Queuing Simulation.

UNIT - V DECISION AND WAITING LINE MODELS (18 Hrs)

Markov Analysis- Decision under Certainty, uncertainty and risk – Queuing Theory: Single Server Model – #Software Application in Operations research – Quantitative Management for Windows#.

(Theory - 20% Problems - 80%)

#Self-study portion

TEACHING PEDAGOGY: Lecture, Assignments, Quiz

REFERENCE BOOKS

1. Handy A. Taha, an Introduction to Operation Research, Prentice Hall, Sixth Edition, 2000.
2. Kanti Swarup, Gupta P.K., and Man Mohan, Operations Research, Sultan Chand & Sons, 2007
3. J.K.Sharma, 'Operations Research-Theory and Applications' Macmillan Publisher India Ltd, Fourth edition (2009)
4. Wagner, Principles of Operations Research: With Applications to Managerial Decisions, Prentice Hall - 1975
5. Hiller and Lieberman, Introduction to Operations Research, McGraw-Hill Higher Education; 9th edition (2010)

**SEMESTER III: CORE XVI
CAREER DEVELOPMENT**

Course Code : 17MBA3C16
Hours/week : 4
Credits : 2

Max Marks : 100
Internal Marks : 100
External Marks : -

OBJECTIVES: The Objectives of this course are

To develop students' in

- Numerical ability
- Data Interpretation
- Verbal Reasoning & Non-Verbal Reasoning
- English Language Skills
- Employability Skills

OUTCOME:

On attending this course the students will be able to

- Better understand of self, the personality and control of emotions.
- Prepare Resume, participate effectively in GD and answer well in Personal Interview
- Write essays, comprehend topics and answer the questions
- Do Arithmetical Calculations including Time& Work; Time& Distance; Simple Interest; Compound Interest and Probability.
- Analytically reason out relationship, situations, etc.

UNIT - I PERSONALITY DEVELOPMENT (12 Hrs)

Personality Development – Introduction; Definition – Big 5 Personality theory – #Transaction Analysis# – Myer Bricks Type Indicator – Emotional Intelligence.

UNIT - II QUANTITATIVE TECHNIQUES (12 Hrs)

Overview of Quantitative Aptitude – Problems on Numbers – H.C.F. & L.C.M. – Simplification – BODMAS - Average- Problems on Ages – Percentage – Profit & Loss – Ratio & Proportion – Time & Work – Pipes & Cistern – Time & Distance – Problems on Trains – Simple Interest, Compound Interest – Probability – #Data Interpretation#.

UNIT - III ENGLISH FOR COMPETITIVE EXAMINATION (12 Hrs)

Essay Writing – Synonyms – Antonyms – #Comprehension# – Sentence rearrangement – Spotting Error – Vocabulary.

UNIT - IV EMPLOYABILITY SKILL (12 Hrs)

Self Analysis – Resume Preparation – Group Discussion – Excel in an Interview – #Addressing small groups# – Presentation Skills.

UNIT - V VERBAL AND NON-VERBAL REASONING (12 Hrs)

Number series – Alphabet series – Odd Man out – Coding Decoding – Number ranking – Arithmetical Reasoning - Blood relations – Analogy - Non-verbal Series - Mirror Images – Cubes and dices – Grouping identical figures – #Syllogism# – Seating Arrangement.

Self Study Portion

TEACHING PEDAGOGY: Class Room Teaching, Online Learning, Tutorials, Role Play and Case Study.

REFERENCE BOOKS

1. Dr. R.S. Aggarwal (2015). *Quantitative Aptitude*, S. Chand & Company Ltd., New Delhi.
2. Er, S.A.W. Bukari (2016), *Soft Skills Competencies for Success*, Creative Publications, Trichy.
3. Dr. R.S. Aggarwal (2010). *A Modern Approach to Verbal & Non-Verbal Reasoning*, S.Chand & Company Ltd., New Delhi.
4. Prakash. R (2004), *Verbal & Non-Verbal Reasoning*, MacMillan India Ltd., New Delhi.
5. Anjani A. Gupta (2009), *All about Reasoning (Verbal & Non-Verbal)*, Ramesh Publishing House, New Delhi.
6. Edgar Thorpe (1998), *Course in Mental Ability and Quantitative Aptitude*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Krishna Mohan & Meera Banerji (1999), *Developing Communication Skills*, MacMillan India Ltd., New Delhi.

**SEMESTER III: ELECTIVE
CONSUMER BEHAVIOUR**

Course Code : 17MBA3CEM1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course will help the student to gain an in-depth knowledge on customer expectations buying patterns and buying habits so as to fulfill the customer needs.

OUTCOMES:

- At the end of the course the student will have an understanding of the behavior of the buyer in the marketplace. Focus would be on the psychological and sociological elements and their impact on consumer decision making.
- The course will help the students take a holistic view of the buyer; it will help equip them with knowledge of various models and frameworks to help understand buyer behavior and align the knowledge with formulation of appropriate marketing strategies.
- The student will have an understanding of the theoretical and conceptual concepts of buyer behavior and apply them to real life marketing situations and practices.

UNIT - I INTRODUCTION (15 Hrs)

Consumer Behaviour – Concepts – Dimensions of Consumer Behaviours – Application of Consumer Behaviour Knowledge in Marketing Decisions – #Approaches to the Study of Consumer Behaviour#.

UNIT - II CONSUMER AS AN INDIVIDUAL (15 Hrs)

Consumer Needs and Motives – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer Attitudes – Attitude Formation and Change – Communication and Persuasion – Self Image – #Life Style Analysis#.

UNIT - III CONSUMERS IN THEIR SOCIAL AND CULTURAL SETTINGS (15 Hrs)

Group Dynamics and Consumer Reference Groups – Family – Social Class Cultural and Sub-Cultural Aspects – #Cross Cultural Consumer Behavior#.

UNIT - IV CONSUMER DECISION PROCESS AND POST-PURCHASE BEHAVIOUR (15 Hrs)

Personal Influence and Opinion Leadership – Diffusion of Innovations – Consumer Decision – Making Process – Models of Consumer Decision Process – Nicosia- Howard Sheth And Engel-Kollat Model- Post Purchase Behaviour – Consumer Expectation and Satisfaction – Managing Dissonance – #Consumer Loyalty–Types of Loyalty Programmes#.

UNIT - V EMERGING ISSUES (15 Hrs)

Consumerism – Consumer Protection – Difficulties and Challenges in Predicting Consumer Behaviour – Online Consumer Behaviour – Organizational and Industrial Buyer Behaviour – #Consumer Behaviour in Indian Context# – Emerging Issues - Understanding the Research Framework in Consumer Behavior and Use of Consumer Characteristics in Market Segmentation.

#Self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation

REFERENCE BOOKS.

1. Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi.
2. David L.Loudon, Albert J Della Bitta, “Consumer Behaviour”, McGraw Hill, New Delhi.
3. Jay D. Lindquist, Joseph sirgy.M, “Shopper, buyer & consumer Behaviour, Theory and Marketing Application”, Biztantra Publication, New Delhis.
4. Sheth Mittal, “Consumer Behaviour A Managerial Perspective”, Thomson Asia (P) Ltd., Singapore.
5. K.K.Srivastava .K.K., “Consumer Behaviour in Indian Context”, Goal Gotia Publishing Co, New Delhi.
6. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi.
7. Ms.Raju, Dominique Xavedel, “Consumer behaviour, Concepts Applications and Cases”, Vikas publishing house (P) Ltd., New Delhi.
8. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi.

**SEMESTER III: ELECTIVE
ADVERTISING AND SALES PROMOTION**

Course Code : 17MBA3CEM2
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

This course discusses the key issues pertaining to advertising and media management. It also inculcates the functional applications of ad agencies, ad design advertising research tools and techniques of sales promotion.

OUTCOMES:

After having learned this course the students will be able

- To understand the media management
- To know the various aspects of advertisements
- To know about the sales promotion and integrated marketing communications

UNIT- I INTRODUCTION TO ADVERTISEMENT (15 Hrs)

Concept and Definition of Advertisement – Social Economic and Legal Implications of Advertisements – Setting Advertisement Objectives – Ad. Agencies – Selection and Remuneration – Advertisement Campaign - International Advertising –# Industrial Advertising#.

UNIT - II MEDIA MANAGEMENT (15 Hrs)

Media Plan – Type And Choice Criteria – Reach and Frequency of Advertisements – Cost of Advertisements Related to Sales – Media Strategy and Scheduling - #Supporting Media In Advertising#.

UNIT - III DESIGN AND EXECUTION OF ADVERTISEMENTS (15 Hrs)

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. Conducting Research to Measure the Effectiveness - Dagmar Approach. #Pre-Testing, Post-Testing Techniques of Measuring# Ad.

UNIT - IV INTRODUCTION TO SALES PROMOTION (15 Hrs)

#Scope and Role of Sale Promotion# – Definition – Objective of Sales Promotion - Sales Promotion Techniques – Trade Oriented - Salesman Oriented and Consumer Oriented Sales Promotion.

UNIT - V SALES PROMOTION CAMPAIGN & INTEGRATED MARKETING COMMUNICATIONS (15 Hrs)

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 - Public Relations – Publicity – Corporate Advertising#

Self study portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS

1. Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi.
2. Kazmi S.H.H., Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi.
3. George E Belch, Michel A Belch, “Advertising & Promotion”, Tata McGraw Hill Education Private Ltd., Singapore.
4. Julian Cummings, “Sales Promotion”, Kogan Page, London 1998.
5. Betch.E, Michael, Advertising and Promotion, Tata McGraw Hill Education Private Ltd.

**SEMESTER III: ELECTIVE
SALES MANAGEMENT**

Course Code : 17MBA3CEM3
Hours/week : 5
Credit : 4

Max Marks :100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

This course will help the students to gain a thorough knowledge about managing sales, including budget preparation and promotional measures and the sales force as well.

OUTCOMES:

After having learned this course the students will be able

- To know the fundamentals of sales management
- To know the sales force management in organizations
- To understand sales promotional techniques
- To expose to modern techniques in selling

UNIT - I MEANING AND FUNCTIONS (15 Hrs)

Introduction - Meaning and Objectives - Responsibilities of sales managers - Sales management Vs. Marketing management- Organization structure of the Sales Department- Objectives - Functions #sales department's integration with other departments#

UNIT - II SALES FORCE MANAGEMENT (15 Hrs)

Salesmanship – Meaning – Importance - Process of selling - Focus on customer satisfaction and building seller customer relationship - # Sales Force Management Quantitative and qualitative planning of sales force #- recruitment and selection- training- motivation- compensation- appraisal of performance and promotion- direction and control of sales force - Field Sales Planning

UNIT - III SALES VOLUME AND TERRITORY MANAGEMENT (15 Hrs)

Sales forecasting - Objectives - Methods and procedures of sales forecasting- sales budgets, Sales Territories and Quotas- assigning territories – Purpose of using quotas- types of quotas and quota selling procedures- #administering the quota system#.

UNIT - IV PROMOTION (15 Hrs)

Sales Promotion Techniques - Customer oriented techniques- salesman oriented techniques- dealer oriented techniques- Government department oriented techniques. Direct marketing – Definition - scope and importance of direct marketing - direct marketing mode – Telemarketing- catalogue marketing- network marketing- and data base marketing- #challenges in direct marketing#

UNIT - V INDUSTRIAL SELLING & MODERN TECHNIQUES IN SELLING

(15 Hrs)

Concepts of Industrial Selling- Nature and characteristic of industrial goods- Procedures in buying industrial goods- Role of service in industrial selling- Sales Policies and Procedures- #Terms and conditions of sale- Handling complaints# - E-selling - Types Of E-selling - B2C - B2B - C2B - C2C.

#Self study portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS

1. Richard R.Still, Edward W.Cundiff, Norman A.P.Goveni, Sales Management Decisions, Strategies & Cases, Prentice Hall, 5th Edition.
2. Charles M. Futvell, Sales Management, Team work, Leadership and Technology, Thomson learning, South Western, Sixth Edition.
3. Ramneek Kapoor, Fundamentals of Sales Management, Mac Millan India Pvt Ltd.
4. SahuP.K., Raut K.C., Salesmanship & Sales Management, Vikas Publications, Third Revised Edition.
5. Earl D.Honeycutt, John B.Ford, Antonis C.Simintiras, Sales Management: A Global Perspective, Routledge Publisher.
6. Gordon Bolt, Market & Sales Forecasting, Crest Publishing House.

SEMESTER III: ELECTIVE BRAND MANAGEMENT

Course Code : 17MBA3CEM4
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks : 25
External Marks : 75

OBJECTIVE: This course aims to Examine and understand the process of building, designing, measuring and maintaining, brand equity and to discuss actual application of Brand Management Strategies & Methodologies through Presentations, cases & exercises.

OUTCOMES:

- After having learned this course the students will be able
- To understand the basics of branding and role played by brand managers
 - To know the brand extensions, brand ambassadorship
 - To expose to recent trends in branding
 - To understand the brand loyalty, equity & brand protection

UNIT - I INTRODUCTION TO BRAND MANAGEMENT (15 Hrs)

Introduction to Brand Management – Concepts and Process – Significance of a Brand – Types of Brand – Family Brand - Individual Brand - Private Brand – Selection of Brand Name – Functions of a Brand – #Branding Decisions#.

UNIT - II IMAGE MANAGEMENT (15 Hrs)

Brand Vision – Brand Ambassadors – Brand as a Personality, as Trading Asset - Brand Extension – Brand Positioning – Brand Image Building - Branding Impact on Buyers, Competitors.

UNIT - III BRAND LOYALTY, EQUITY AND BRAND PROTECTION (15 Hrs)

Brand Loyalty – Loyalty Programmes – Brand Equity – Brand Audit - Brand Portfolio Management - Brand Harvesting Strategies - Share Building Strategies - Commodity to Brand the Indian Experience – Brand Protection – Trade Marks – #Copy Rights#

UNIT - IV ORGANIZING BRAND MANAGEMENT SYSTEM (15 Hrs)

Brand Rejuvenation and Re-Launch - Brand Development Through Acquisition - Takes Over and Merger – Monitoring Brand Performance over the Product Life Cycle #Designing and Implementing Branding Strategies – Case Studies#.

UNIT - V BRANDING AND THE INTERNET & RECENT TRENDS IN BRANDING (15 Hrs)

Role of Product Managers and Brand Mangers - Trends in Brand Management: Brand Cult, Brand Alliances – Co-Branding - Destination Branding - Brand Audit - Brand Building and The Web - #Branding in Different Sectors - Customer- Industrial - Retail and Service Brands# – Globalization of Brands.

#Self study portion.

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS:

1. Kevin Lane Keller, “Strategic Brand Management: Building Measuring and Managing Brand Equity”, Prentice Hall.
2. Aaker, David, Managing Brand Equity, New York, Free Press.
3. Aaker, David, Building Strong Brands, New York, Free Press.
4. Kapferer, J.N.Strategic Brand Management, New York, Free Press.
5. LanBatey Asian Branding – “A great way to fly”, Prentice Hall of India, Singapore.
6. Jagdeep Kapoor, Brandex, Biztantra, New Delhi.

**SEMESTER III: ELECTIVE
RURAL MARKETING**

Course Code : 17MBA3CEM5
Hours/week : 5
Credits : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

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.

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 (15 Hrs)

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#

UNIT - II RURAL MARKETING DECISION (15 Hrs)

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 AND DISTRIBUTION (15 Hrs)

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 (15 Hrs)

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 (15 Hrs)

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#.

#Self study portion

TEACHING PEDAGOGY: Lecture, Case Study and Seminar Presentation

REFERENCE BOOKS

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education 40
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
4. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
5. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
6. Rural Marketing – U.C.Mathur, excel books, 1/e
7. Indian Rural Marketing Rajagopal Rawat Publishers
8. Integrated Rural Development – R. C. Arora (S. Chand & Co.)

**SEMESTER III: ELECTIVE
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Code: 17MBA3CEF1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

- To have understanding on investment and avenues of investment
- To have exposure on functioning of capital market
- To understand various theories of portfolio management

OUTCOME: The Students will able to,

- Possess the basic structure and working of primary and secondary financial markets in India and conversant with computation of risk and return measures for financial instruments.
- Conversant with the Fundamental and Technical analysis tools for analyzing financial securities.
- Well versed with the concept of a Portfolio and understand the principle portfolio theories.
- Acquaint and understand portfolio analysis, portfolio evaluation and portfolio revision techniques.

UNIT - I INVESTMENT (15 Hrs)

Introduction - meaning - speculation - Objectives - real and financial assets - securities - #Sources of investment information# - Investment alternatives – Investor Protection – Return and Risk – Meaning – Types of risk.

UNIT - II INDIAN CAPITAL MARKET (15 Hrs)

An overview – primary market – secondary market – listing of securities – #regulatory framework – Security and Exchange Board of India#, BSE – NSE – OTCEI – Stock market indices – International Stock Market Indices.

UNIT - III FUNDAMENTAL ANALYSIS (15 Hrs)

Economic analysis: Forecasting techniques, Industry analysis: Industry classification, Industry life cycle - #Company analysis: measuring earnings#, Forecasting earnings, Graham and Dodd investor ratio – Bond valuation.

UNIT - IV TECHNICAL ANALYSIS (15 Hrs)

Fundamental Vs Technical analysis – Charting methods – Market indicators – Trend – Trend reversals – Patterns – Moving average – Exponential moving average – #Oscillators – ROC – MACD – RSI#.

UNIT - V PORTFOLIO MANAGEMENT (15 Hrs)

Portfolio Theory, Portfolio selection and management – CAPM – Arbitrage Pricing Theory – Performance Evaluation – problems on Sharpe's, Treynor's and Jensen's performance measures - #Portfolio Revision#.

(Theory – 75%, Problems – 25%)

Self study portion

TEACHING PEDAGOGY: Lecture, Assignment and Seminar.

REFERENCE BOOKS:-

1. Donald E. Fisher & Ronald J. Jordan, (2016) Security Analysis & Portfolio Management, New Delhi, Prentice Hall of India Private Ltd.,
2. Punithavathy Pandian, 'Security Analysis and Portfolio Management', (2/e) Vikas Publishing House Pvt. Ltd.
3. V.K. Bhalla, 'Investment Management', S. Chand & Company Ltd., (19 ed), 2012.
4. Prasanna Chandra, 'Investment Analysis and Portfolio Management', Tata McGraw Hill Education Private Ltd, Third Edition.
5. R.P. Rustagi, (2010) 'Investment Analysis and Portfolio Management' (4 ed) Sultan Chand & Sons, New Delhi.
6. Kevin .S, Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009.

**SEMESTER III: ELECTIVE
FINANCIAL DERIVATIVES**

Course Code : 17MBA3CEF2
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: The purpose of this course is:

- To acquaint the students with the broad framework of financial derivatives market.
- To provide knowledge on various hedging strategies.
- To make the students understand the procedures and systems being followed in derivative markets.

OUTCOME: After completing this course the students will

- Gain a firm foundation of the underlying concepts behind derivatives.
- Gain a detailed understanding of the main characteristics of financial derivatives and their relationships with the underlying assets.
- Possess good skills on the valuation principles and models for derivatives.
- Be able to use derivatives for a wide range of hedging, trading and arbitrage purposes.

UNIT - I INTRODUCTION (15Hrs)

Financial derivatives – Introduction; Definition – Types – Different classification of traders - #Indian Derivatives Market# - Futures contract – Specifications – Daily settlement and margins – Delivery – Types of orders – Forward vs. futures contracts.

UNIT - II STRATEGIES (15Hrs)

Hedging strategies using futures - Short and Long hedges – Basis risk – Cross hedging – Stock Index Futures - #Forward price in investment asset # - Valuing forward contracts - Futures Prices of Stock Indices - Currencies - Commodities - Convenience yield - Cost of carry.

UNIT - III SWAPS (15Hrs)

Swaps – Advantages and Disadvantages - Interest Rate Swaps – Currency Swaps – Credit Risk - #Types of Swaps - Options - Call and Put# - Mechanics of Options Trading.

UNIT - IV OPTIONS (15Hrs)

#Factors affecting option prices# - Upper and Lower bounds – Put & Call Parity – effect on dividends – Spreads – Bull - Bear – Box – Butterfly – Calendar – Diagonal combinations.

UNIT - V OPTIONS PRICING MODELS (15Hrs)

Estimating option prices – Binomial option pricing models – Single-period model and Two-period model #Black-Scholes model for pricing call and put options# - Exotic options.

(Theory – 60%, Problems – 40%)

Self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Assignment and Practical Session.

REFERENCE BOOKS:

1. Gupta S.L., (2008) Financial Derivatives, Theory, Concepts and Problems, Prentice Hall, India.
2. Hull C. John, Basu.(2013). Options Futures and other Derivatives, (8 ed.), Pearson Education, New Delhi.
3. Sundaram Janakiraman (2011), Derivatives and Risk Management, : Pearson Education, New Delhi.
4. Vohra.N.D., Bagri.B.R., ‘Futures and Options’, Tata McGraw Hill Education Private Ltd, II Edition.

**SEMESTER III: ELECTIVE
STRATEGIC FINANCIAL MANAGEMENT**

Course Code : 17MBA4CEF3
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To impart knowledge on the latest strategic aspects of financial management

OUTCOME: Students should be able to:-

- Critically evaluate the impact of financial decisions on the strategic direction of the organization
- Evaluate complex investment appraisal situations and appreciate the importance of the cost of capital to the organization and how the structure chosen will impact upon this.

UNIT - I INTRODUCTION TO SFM (15 Hrs)

Meaning of SFM – Features of SFM-Basic premises of SFM-Interface of financial policy with corporate strategic management-strategic decision making framework- 9-s model for SFM - Strategic approach to Financial Management-Strategic Planning-Financial Forecasting Techniques-Benefits-#Steps in Financial Planning Process#.

UNIT - II RISK FACTOR AND CAPITAL BUDGETING (15 Hrs)

Investments Decisions under Risk and Uncertainty: Techniques of Investment Decision- Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method: #Corporate Strategy and High Technology Investments#

UNIT - III CORPORATE RESTRUCTURING (15 Hrs)

Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; #Corporate and distress restructuring#.

UNIT - IV CORPORATE VALUATION AND VALUE BASED MANAGEMENT (15 Hrs)

Corporate valuation - Adjusted book value approach - Stock and debt approach - Direct comparison approach - Discounted cash flow approach - Value Based Management - Methods and key premises - Marakon Approach - Alcar Approach - Mckensy Approach - EVA Approach - #BCG Approach#.

UNIT - V FINANCIAL RE-ENGINEERING (15 Hrs)

Financing Re-engineering: Hybrid securities namely convertible and non - convertible Debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, #convertibles and exchangeable#.

(Theory 60% and Problems 40%)

Self study portions

TEACHING PEDAGOGY: Power point Presentations, Case studies

REFERENCE BOOKS

1. Dr.Prasanna Chandra, Financial management -Tata McGraw Hill Education Private Ltd, New Delhi.
2. Rustagi.R.P., Financial Analysis and Financial Management, Sultan Chand & Co., 3rdedition,New Delhi..
3. Ravi M.Kishore, Strategic Financial management-, Taxman Publication, 2nd edition May2012.
4. Dr.Maheswari S.N., Financial Management, Sultan Chand &Co., 2012, New Delhi.
5. Shashi K. Gupta, Sharma R.K., Financial Management, Kalyani Publishers, Ludhiyana. New Delhi.
6. Van Horne – Financial Management and Policy – Printice Hall of India - New Delhi.
7. G.P.Jakhotiya-Strategic Financial management—Vikas Publishing House Pvt. Ltd.,
8. Dr.Gupta J.B., Strategic Financial management, Taxman Publication-3rd edition, May2012.

**SEMESTER III: ELECTIVE
RISK MANAGEMENT**

Course Code : 17MBA3CEF4
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The main aim of this course is to accustom the students with the broad framework of managing the risk in the investment world.

OUTCOME: On Undergoing this course the students should able be explain

- Risk, Types, management of risk
- Classification and barriers of risk
- The concepts of Enterprise Risk Management, scope and challenges
- The concepts of Risk Transfer, Financial risk
- Operational Risk Management, VAR

UNIT - I INTRODUCTION (15 Hrs)

Introduction to risk-Nature of risk- Types of risks-Risk management-objectives- Process- scope-#legal-financial and social benefits of managing risk#-management of risk

UNIT - II RISK CLASSIFICATION (15 Hrs)

Classification of risk - Risk opportunity - #Risk Drivers# - Risk measurement and pooling - Total Loss Distribution - Barriers in Risk analysis

UNIT - III ENTERPRISE RISK MANAGEMENT (15 Hrs)

Enterprise Risk Management- Concept – Scope – Challenges - Risk Identification Analysis –#risk response and strategy#

UNIT - IV RISK TRANSFER (15 Hrs)

Risk Insurability and Liability-risk transfer- Financial risk-#Risk management and insurance#

UNIT - V OPERATIONAL RISK MEASUREMENT (15 Hrs)

Concept - Identification-Drivers - Approaches-Managing operational risk - Insurance-Hedging using derivatives - Application of VAR-Risk Adjusted Performance Measurement - Earnings Based - VAR Based – SVA - Integrated Risk Management - # Controlling Firm Wide Risk -Model Risk.#

Self Study Portion

TEACHING PEDAGOGY: Lecture, Case Discussion, Quiz, Seminar Presentation, Assignment

REFERENCE BOOKS:

1. Michel Crouhy, Dan Galai , Robert Mark -The Essentials of Risk Management, 2nd Edition – MCGraw Hill Publication
2. Philippe Jorion – Value at Risk, 3rd Edition. MCGraw Hill Publication
3. John C. Hull - Risk Management and Financial Institutions, 4th Edition- Wiley Finance Series Publication
4. GARP – FRM Handbook, 4th Edition, Wiley Finance Publication

**SEMESTER III: ELECTIVE
FINANCIAL INSTITUTIONS AND MARKETS**

Course Code : 17MBA3CEF5
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The course is aimed at providing the students with the different mechanism of financial markets and the role and functions of select financial intermediaries.

OUTCOME : After completing this course, the students can have the knowledge about

- The Financial Market, Financial Instruments
- Concepts of Indian Capital Market, Functions, Capital Market Instruments
- Meaning of Foreign Exchange Market, Rates, Forex Risk, Swap
- Meaning of Mutual Funds, Global Banking, Off shore Banking
- The major institutions and the services offered with in the frame work.

UNIT - I INTRODUCTION (15 Hrs)

Financial Markets – Meaning, Functions, Financial Instruments, Capital Market; Money market – Introduction – Features – Instruments – Secondary market for money market instruments – Money market regulations.# Global Financial Markets.#

UNIT - II INDIAN CAPITAL MARKET (15 Hrs)

Indian Capital Market – Functions, Capital Market Instruments, Capital Market Reforms, New Issues Market (NIM), Secondary Capital Market; Debt Market – Meaning, #Role of Bond Market#, Repos.

UNIT - III FOREIGN EXCHANGE MARKET (15 Hrs)

Foreign Exchange market – Meaning, Characteristics, Rates & Quotations, Forex Risk, Risk Management Tools, #Exchange Rate Management#; Swaps; Currency Trading.

UNIT - IV MUTUAL FUND (15 Hrs)

Mutual funds- Meaning & Current Market Scenario, Types of Mutual funds; Global Financial Markets - Global Bond Markets; Innovative Instruments; #Global Banking – Offshore Banking, LIBOR, MIBOR; Derivatives Market.#

UNIT - V CREDIT RATING INSTITUTIONS (15 Hrs)

Credit Rating Institutions-CIBIL, CCIL, CRISIL, DFHIL, ICRA, Moody's, Investor Service, Standard & Poor (S&P), Fitch Ratings, OTCEI, NSDL-CDSL- etc. #International Aspects of Credit Rating.#

Self Study Portion

TEACHING PEDAGOGY: Lecture, Case Discussion, Quiz, Seminar Presentation, Assignment

REFERENCE BOOKS

1. Ben Hunt, (2015) Financial Institution and Market 7th Edition,
2. Dr V A Avadhani , Marketing of Financial services, Himalaya Publishing House, 3rd edition, 2013.
3. Dr.Gurusamy.S, Financial Markets & Institutions, Tata McGraw Hill Education Private Ltd., 3rd edition,2009.
4. Meir Kohn, Financial Institution and Markets, Tata McGraw Hill Education Private Ltd.
5. Machiraju, H.R., Indian Financial System, Vikas Publishing House, New Delhi (Latest Version)
6. Hubbard, R.Glenn, Money: The Financial System and the Economy, Atlantic (Latest Version)
7. Dr.S.Gurusamy, Financial Services and Markets, Thomson Publishers (Latest Version).

**SEMESTER III: ELECTIVE
STRATEGIC HUMAN RESOURCE MANAGEMENT**

Course Code : 17MBA3CEH1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES

- Prepare students and provide an understanding of the expectations of studying in this programme
- Provide students with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organizations
- Enable students to recognize the opportunities and challenges facing contemporary human resource management
- Encourage an approach which views human resource management as a core element of the overall organizational strategy rather than a purely procedural or reactive activity
- Develop knowledge of the skills required by organizational leaders for successfully managing human and knowledge capital

OUTCOMES

- Understand how human resource management strategy is developed in response to internal and external environmental factors
- Understand the relationship between human resource management strategy and organizational performance
- Evaluate the impact of human resource management strategies, concepts and values upon the organization's success
- Understand a range of human resource management activities
- Apply theories and concepts relevant to strategic human resource management in contemporary organizations

UNIT - I INTRODUCTION (15 Hrs)

Human Resource Strategy – Human Resources as Assets – Evolution of SHRM – Strategic Fit: A conceptual framework – Distinctive Human Resource Practices – Theoretical Perspectives on SHRM – SHRM Approaches: The Indian Context – #Alternative HR Strategies#

UNIT - II STRATEGIC PLANNING, ACQUIRING TALENT AND DEVELOPMENT (15 Hrs)

Business Strategy and HRP – HRP Horizons – HRP and Outsourcing – Job Analysis and SHRM – Strategic Recruitment and Selection – Hiring for a diverse workforce - New approaches to Recruitment and Executive Selection – Linkage between Business Strategy and Training – Special forms of Training and Development, Human Resource Evaluation: Background and Definition, #HRM and firm Performance – Measures of HRM performance# – Contemporary approaches to HR Evaluation.

UNIT - III PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEMS (15 Hrs)

Performance Management – Objectives of Performance Management Systems, Developing Performance Management Systems – Problems in Performance Management, Effective Performance Management Systems – #Developments in Performance Management, Technology and Performance Management #– Strategic linkage of Performance Management.

UNIT - IV HR STRATEGIES (15 Hrs)

Human Capital Management Strategy – High Performance Strategy – Corporate Social Responsibility Strategy – Organization Development Strategy – Employee Engagement Strategy – Knowledge Management Strategy – Employee Resourcing Strategy – Talent Management Strategy – Learning and Development Strategy – Reward Strategy – #Employee Relations Strategy#.

UNIT - V MANAGING CAREERS AND MENTORING

(15 Hrs)

Careers – Contemporary Notions – Career Planning, Development, and Management – Career Stages, Career Management Systems – Design and Implementation of Career Management Systems, Organizational Career Management – A Typology, Career Management for Specific HR issues : HRD Approach, Career Management: An SHRM Approach –Concept of Mentoring – #Mentoring Relationship – Mentoring Models – Design, Implementation and Outcomes of Mentoring Programme#.

#Self study portion

TEACHING PEDAGOGY: Lectures, Tutorials and Interactive group work.

REFERENCE BOOKS

1. Tanuja Agarwal, 'Strategic Human Resource Management', Oxford University Press, New Delhi.
2. Jeffrey A Mello, 'Strategic Human Resource Management', Thomson, Singapore, Southwestern 2003.
3. Randy L. Desimone, Jon M. Werner – David M.Marris, 'Human Resource Development', Thomson, Southwestern, Singapore, 2002.
4. Robert L. Mathis and John H. Jackson, 'Human Resource Management', Thomson, Singapore, Southwestern 2003.
5. Rosemary Harrison, "Employee Development" – University Press, India Ltd, New Delhi, 2003.

**SEMESTER III: ELECTIVE
TALENT MANAGEMENT**

Course Code : 17MBA3CEH2
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: To impart Students to

- Definition & identification of Talents
- Knowledge on key processes of Talent Management
- Tools for managing Talent
- Building blocks of effective Talent Management system
- Talent Management processes and strategies
- Talent Planning and Succession Planning programme
- Talent Acquisition, role of Information Technology in Talent Management System
- Concept of Talent Engagement and Retention.

OUTCOMES: On undergoing this course the student should be able to

- Define Talent, explain the process of Talent Management, Consequences of failure in Managing Talent
- Explain building blocks of effective Talent Management System, Talent Management Processes and Talent Management Strategies
- Strategic Talent Planning, Succession Planning and Acquire right talents to the organization
- Apply Information Technology in Talent Management System
- Engage Talent and also retain the talented people.

UNIT - I INTRODUCTION TO TALENT MANAGEMENT (15Hrs)

Talent Management – Definition Meaning, History, the Scope of Talent Management, Need of Talent Management - Key Processes of Talent Management - Consequences of Failure in Managing Talent - #Tools for Managing Talent#.

UNIT - II BUILDING BLOCKS FOR TALENT MANAGEMENT (15Hrs)

#Effective Talent Management System# - Building Blocks of Effective Talent Management System - Talent Management Process - Talent Management Approaches - Developing a Talent Management Strategy.

UNIT - III TALENT PLANNING AND TALENT ACQUISITION (15Hrs)

Talent Planning - Objectives of Talent Planning - Steps in Strategic Talent Planning - Succession Planning Program - Current Industry Practices for Strategic Talent Planning - Talent Acquisition - #Recruiting Process# - Strategic Trends in Talent Acquisition - Talent acquisition management solutions.

UNIT - IV ROLE OF INFORMATION TECHNOLOGY IN TALENT MANAGEMENT SYSTEMS (15Hrs)

Role of Information Technology in Talent Management Systems - Talent Management Information System - Creating Business Value through Information Technology - #Five Steps to a Talent Management Information Strategy#.

UNIT - V TALENT ENGAGEMENT AND RETENTION (15Hrs)

Concept of Talent Engagement and Retention, Employee Engagement and Retention - #The Race for Talent# - Retaining and Engaging Workers - Best Practices for Talent Engagement - Talent Management Challenges - Talent Management in India.

#Self study portion.

TEACHING PEDAGOGY: Lectures, Video Presentations, Case studies, Tutorial workshops, Seminars and Role-playing

REFERENCE BOOKS

1. Hurconomics for talent management: Making the HRD missionary business-driven. Rao T.V. Pearson Education. 2009.
2. The Talent management handbook. Berger L. & Berger D. R. McGraw-Hill Education India. 2010.
3. Talent management: Process of developing & integrating skilled worker. Shukla R. Global India Publications. 2009.
4. Talent management in India: Challenges & opportunities. Hasan M, Singh A & Dhamija S. Atlantic Publishers & Distributor. 2009

SEMESTER III: ELECTIVE CHANGE MANAGEMENT

Course Code : 17MBA3CEH3
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course defines sequential process, role and dynamics to organizational change. It further highlights ways of dealing with it. It focuses on need, phases and conditions for successful organizational change.

OUTCOME:

Students are able to aware fundamentals of change and its dimension there are also able to understand the models of change, resistance of change and ways and means of tackling change, behavioral implication of change and the private role of leadership in the change process.

UNIT - I INTRODUCTION (15 Hrs)

Organizational Change: Meaning - Necessity for Change- Classification of Change - Factors Affecting Change- Consequences of Change - #Environmental and Internal Organizational Determinants of Change#.

UNIT - II MODELS OF CHANGE (15 Hrs)

Lewin's Model Of Organizational Change - Force Field Analysis- Systems Theory, 7 Stage Models, Burke-Litwin Model - Change Agent-Role And Skills Of A Change Agent -HR Role as Change Agent - #Impact of Change on Human Resources Planning#.

UNIT - III MAPPING CHANGE (15 Hrs)

Areas and Parties Involved in Change - Planned and Unplanned Change - Strategic Changes - #Resistance to Change and Overcoming Resistance#, Barriers to Organizational Change, Rethinking Resistance to Organizational Change, Strategies to Deal with Resistance.

UNIT - IV BEHAVIOURAL CHANGE (15 Hrs)

Behavioral Implications of Change - The Positive and Negative Functions of Resistance- Intended and Unintended Behavioral Reaction to Downsizing and Delaying - #Understanding and Managing Uncertainty and Ambiguity in the Change Process#.

UNIT - V LEADERSHIP AND CHANGE (15 Hrs)

Intervention Strategy - Structural, Technological and Process Factors in Intervention Strategies - Advantages and Limitations of Change Strategies - Role of Leadership in Change Process - Leadership and Emotional Knowledge Strategies to Achieve Congruence of Personnel, Structure and Culture - #Challengers of Leading Change#.

Self study portion.

TEACHING PEDAGOGY: Case Study, Seminar, Group discussion

REFERENCE BOOKS

1. Kavita Singh, Organizational Change and Development, Excel Books.
2. Jim Griesmer, Organizational Change Themes & Issues, Oxford University Press.
3. Nilakani,V., Ramnaryan.S., Change Management, By Sage Publications.
4. Tupper Cawsly, Gene Deszca, Organizational change, Sage Publications.
5. Harigopal.K., Management of Organizational Change Sage Publications.
6. Palmer /dunfordlakin, Managing Organizational change Indian Edition, Tata McGraw Hill Education Private Ltd.
7. Radha R. Sharma, Change Management, Tata McGraw Hill Education Private Ltd.

**SEMESTER III: ELECTIVE
TRAINING AND DEVELOPMENT**

Course Code : 17MBA3CEH4
Hours/week : 5
Credits: 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To impart Students

- To understand the role of training.
- Enable the students to develop basic skills for designing trainings programs.
- Develop the students for conducting the training programs.
- Enhance the students to know about various methods of training.
- Assist the students in proper implementation and evaluation of the training program.

OUTCOMES: Upon completion of this course, students will be able to

- Explain trainings process and basic of training design.
- Explain carryout training needs.
- Explain prepare training budgets and schedule.
- Explain development skill in training methods, including CBT.
- Implement training and class room management.
- Explain evaluate any training program.

UNIT - I DESIGN (15 Hrs)

Training – Design, Role and Responsibilities, scope, Objectives, beneficiaries, problems, future trends – Training Process – Phases, Elements Key factors, #important considerations#.

UNIT - II TRAINING NEED ANALYSIS (15 Hrs)

Training need analysis – Need, time to conduct TNA, Gathering Data, Outcomes of TNA, Approaches, #Organization analysis, operational analysis# – Training Design – Objectives, Deliveries, Instructional approaches, Training Design Budgets and Schedules.

UNIT - III TRAINING METHODS (15 Hrs)

Training Methods – Techniques – Aids – Traditional, Modern, Computer based methods – Trainer’s skills and Styles – Competence of Trainer, Do’s and Don’ts for Trainers, Trainers Roles – #Methods of Training – on the Job Training – off the Job Training#.

UNIT - IV IMPLEMENTATION (15 Hrs)

Implementation of Training – Arrangements, Tips For effective implementation – Class room Management – #Training Policy# – Factors influencing, Contents, Advantages.

UNIT - V EVALUATION OF TRAINING (15 Hrs)

Evaluation of Training – Role of Evaluation – Evaluation Reactions and Learning - #Evaluating Transfer of Training – Types of Evaluation# – Evaluating Result of Training – Past and Future Analysis .

#Self study portion.

TEACHING PEDAGOGY: Activity based learning, Assignments, Case study, Role play.

REFERENCE BOOKS

1. Donald J.Ford ‘Bottom- line Training’, PHI, 1999.
2. Craig R.L. ‘Training and Development Hand Book: A Guide to Human Resource Development’ (4th Ed.), New York, NY: McGraw Hill 1996.
3. Clarke RE ‘Training design’, Los Angeles, CA: Training, 1995.
4. ASTD models for performance Improvement: Roles Competencies, and outputs: Rothwell W., Alexandria, VA; ASTD., 1996.
5. B.Taylor and G.Lippit, Management Development and Training Hand book.
6. William E’Blank Hand Book for Developing Competency Based Training Programmes.
7. Bewnet Roger CD Improving Training Effectiveness Aldershot, Gower, 1998.

**SEMESTER IV: ELECTIVE
INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**

Course Code : 17MBA4CEH5
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To impart knowledge on industrial relation, determines of industrial relation and industrial relation scenario in India.
- Functions of trade unions, legislation related to trade union and IR management
- Grievance redressal and collective bargaining process.
- Standing order, contractor labour legislation, Payment of Wages Act.
- Industrial Disputes Act, Employee Provident Fund Act and Factories Act.

OUTCOME:

On undergoing the program the students will understand

- Meaning of industrial relation determinates of IR and IR scenario in India.
- Develop skill in negotiation with unions and conflict resolution.
- Handle grievances
- Develop skill in collective bargaining
- Know the application of Contract and Labour Regulation Act.
- Know the application of Industrial dispute Act 1947 and Provident Fund Act.

UNIT - I

(15 Hrs)

Introduction – Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR changes - IR and productivity – Technology and IR - Effective Communication Systems and IR Management - #Indian Culture & IR#.

UNIT - II

(15 Hrs)

Trade Unions - Purpose, Functions and structure of Trade Unions - Trade Union Legislation – Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - #Social Responsibility of Trade Unions# - IR Management and Management of Trade Unions.

UNIT - III

(15 Hrs)

Discipline and grievance Redressal Machinery - Purpose and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - #Collective Bargaining #- The Bargaining Process - Strengths and Skills.

UNIT - IV

(15 Hrs)

The Industrial Employment (standing orders) Act, 1946, the contract labour regulation and Abolition Act 1970, The minimum wages Act, 1948 The payment of wages Act, 1936. #The payment of Gratuity Act, 1972#.

UNIT - V

(15 Hrs)

The Industrial Disputes Act, 1947 Employees provident funds and miscellaneous provisions Act – Factories Act, 1948 - # new pension scheme#.

Self Study Portion

TEACHING PEDAGOGY: lecture, Case discussion, Group discussion and Role play

REFERENCE BOOKS:

1. Arun Monappa, Labour Legislation with Recent Amendments.
2. Kapoor N.D Elements of Industrial.
3. Pramod Verma, Industrial Relations Reading and Cases, Oxford University press, New Delhi.
4. Srivastava, Industrial Relations and Labour Laws, vikas 4th Edition, 2008. Das Gupta, Maintaining Industrial Discipline, Response Books, 2002.
5. Sivarethinamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, PHI Learning, New Delhi, 2010
6. NILAND JR, The Future of Industrial Relations, New Delhi, sage 1994. Prof M.N.Rudrabasavraj, Dynamic Personnel Administration.

**SEMESTER III: ELECTIVE
KNOWLEDGE MANAGEMENT**

Course Code : 17MBA3CES1
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The course aims to give students a basic understanding on planning, designing and Implementing Knowledge management.

OUTCOME: After taking this course, the students will be able:

- To define the nature and topology of knowledge and knowledge management within a business context,
- To Identify technologies that are most useful for capturing, organizing, distributing, and sharing knowledge within an enterprise
- To explain how to formulate a knowledge management strategy and
- To identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects.

UNIT - I INTRODUCTION (15 Hrs)

Intellectual capital - Knowledge Economy - Knowledge Based Organization – KM drivers – Knowledge Management Life Cycle – #KM Road Map#.

UNIT - II KNOWLEDGE CREATION AND CAPTURE (15 Hrs)

Types of Knowledge - Knowledge Attributes – Knowledge Structure - Knowledge Activities - Fundamentals of knowledge formation: Tacit and Explicit knowledge – Nonaka’s Model - #Organizational Knowledge creation: Knowledge sourcing, abstraction, conversion, diffusion, Development and refinement#; Knowledge Capture Techniques.

UNIT - III KNOWLEDGE MANAGEMENT SYSTEMS (15 Hrs)

Leveraged infrastructure – Strategic Alignment - Knowledge codification: Importance, tools and procedures; Knowledge Repositories: Contents, features; Knowledge Management Architecture – Knowledge Transfer and sharing: Essentials, Strategies, Pillars and Impediments; Knowledge Management Applications - #Collaborative platforms#

UNIT - IV KNOWLEDGE CULTURE IN ORGANISATIONS (15 Hrs)

Elements of culture - The Link between knowledge and culture – #Developing effective knowledge oriented culture #- Knowledge Management team - CKO.

UNIT - V KNOWLEDGE MANAGEMENT - LOOKING AHEAD (15 Hrs)

Knowledge Management tools and techniques - Knowledge audit - Knowledge Workers - #Leadership and reward structures#.

#Self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Presentation

REFERENCE BOOKS

1. Amrit Tiwana, Knowledge Management tool kit, Pearson Education, New Delhi,
2. Sudhir Warier, Knowledge Management, Vikas Publishing House Private Limited, New Delhi
3. Jerry Honeycutt, Knowledge management strategies, PHI, New Delhi.
4. Stewart Barnes, Knowledge Management System Theory and practice, Thomson Learning.
5. Elias M. Awad, Hassan M. Ghaziri, Knowledge Management, Pearson Education, New Delhi
6. Shelda Debowski, Knowledge Management, John Wiley & Sons.

**SEMESTER III: ELECTIVE
IT STRATEGY FOR BUSINESS**

Course Code : 17MBA3CES2
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: This course aims to provide the students with different aspects of IT and business strategies and their cross linking through their various strategic initiatives in different sectors.

OUTCOMES:

- Students will understand the need to identify the right IT strategy for business
- Students will know how to manage the change in technology
- Students are aware of latest technology, implementation of technology and ways to achieve competitive advantage.

UNIT - I IT AND STRATEGY (15Hrs)

Information Revolution – #Business and Strategy# – Information Technology Strategy – Strategies and Success – Design Parameters – Strategic Positioning – Evolution of Strategy – Strategic Sequences– Development of a Strategy – Strategic Planning and IT – Types of IT Strategies.

UNIT - II IT STRATEGIES FOR IT COMPANIES (15Hrs)

Knowledge Industries – Project Companies and Product Companies – Strategic Aspects for an IT Product Company – IT Strategic Perspective for Product Company – IT Strategies for Product Companies – Information Technology Strategy Development – IT Strategy and Innovation Driving Factors of Start –up Product Companies –Project Life Cycle and Strategies at Various Stages – Technology Selection and its Strategies Aspects – IT Strategies for IT Companies and Non-IT Companies – #Technology Change Management#.

UNIT - III IT STRATEGIES FOR KNOWLEDGE MANAGEMENT (15Hrs)

Knowledge Management and IT Strategies – IT Strategies and Knowledge Management Road Map – Role of Knowledge Management in IT Strategies for IT Companies – Knowledge Industry and Knowledge Workers – #IT Strategic Services, Product and Consulting#.

UNIT - IV IT STRATEGIES FOR NON-IT COMPANIES (15Hrs)

Role of IT in Non-IT Companies – IT Investment Decision – Measurement of IT – IT Strategies for Non-IT Companies –Strategies for Operations and Production Management – IT for Business Performance Management - Technology Selection and Learning Methodologies– IT Strategies for Service, Product, and Consulting Companies –Strategic Importance of IT and ROI on IT Investment – IT for Supply Chain Management and Constraint Management –IT-enabled Business Models and #Security Aspects of IT Strategy#.

UNIT – V IT STRATEGY IMPLEMENTATION (15Hrs)

IT Strategy Implementation – Development of IT-Strategic Plan - IT Strategy Implementation to Gain Competitive Advantage – IT Strategy Implementation and Leadership – Implementation of an IT Innovation Strategy – IT Strategy Implementation for Differentiation – IT Strategy and Specialization – Staffing-related IT Strategies – #Implementing IT Strategies# – IT Strategy Audit.

Self study portion

TEACHING PEDAGOGY: Lectures, group discussions, exercises and assignments

REFERENCE BOOK:

1. ParagKulkarni & P.K.Chandle, IT Strategy for Business, Oxford University Press, 2008.

**SEMESTER III: ELECTIVE
RDBMS WITH ORACLE**

Course Code : 17MBA3CES3
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The course is aimed at providing skills on developing and implementing applications in ORACLE.

OUTCOME: After taking this course, Students will be able;

- To create and manipulate data base on their own using the commands of SQL and PL/SQL.
- To create oracle reports to facilitate decision making.

UNIT - I **(15 Hrs)**

Overview of Database, DBMS and RDBMS -Introduction to Oracle – Oracle Objects/Tools – Data Types - SQL Commands: DDL – DML – TCL – DQL – DCL - #Locks in Oracle#.

UNIT - II **(15 Hrs)**

Operators: Arithmetic – Comparison – Logical; SQL Functions: Date – Numeric – Character – Conversion – Miscellaneous functions - #Group Functions#.

UNIT - III **(15 Hrs)**

Joins: Simple Join, Equi join, Non-equi join, Self-join, Outer Join; #Set operators: Union, Union all, Minus, Intersect#; Sub Queries: Multiple Sub Queries, Correlated Sub Queries; Constraints: Introduction, Types and Implementation; Report Writing using SQL

UNIT- IV **(15 Hrs)**

PL / SQL: Introduction – Advantages – Architecture - #PL / SQL blocks# - Date types –Attributes- Basic programs in PL/SQL; Data base triggers: Syntax – Parts – Types- Enabling and Disabling Triggers - Dropping Triggers;

UNIT - V **(15 Hrs)**

Procedures: Definition - Implementation - Execution; Functions: MAX, MIN, SORT, COUNT, AVERAGE and Factorial; #Exceptions: User defined and pre defined exceptions#;

#Self-study portion

TEACHING PEDAGOGY: Lecture, Practical session

REFERENCE BOOKS:

1. George Koch & Kevin Loney, “ ORACLE , The complete reference”, TMH, New Delhi,
2. Jason Price, “Oracle Database 12c SQL” , Oracle Press
3. Bill Pribyl and Steven Feuerstein, “Oracle PL/SQL Programming” O'Reilly - O'Reilly Media.

**SEMESTER III: ELECTIVE
INFORMATION TECHNOLOGY MANAGEMENT**

Course Code : 17MBA3CES4
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course aims to provide a through update of Information Technology Used in Business Organization and also to Develop Understanding of Managerial Aspects so as to use Information Technology

OUTCOME:

- To become a business professional as an IT end –user.
- To become an Information technology executive (Application development manager, operations manager, Network Administrator etc...)
- Students can be able to demonstrate Hardware, Software, and Networking management.

UNIT - I HARDWARE MANAGEMENT (15 Hrs)

Historical Review – Types of Computers – Computer Peripherals – Input Technologies and Devices – Output Technologies and Devices – Storage Technologies and Devices – #Future Scenario# – Management Considerations in Acquisition, Maintenance, Controlling, Replacement of Hardware.

UNIT - II SOFTWARE MANAGEMENT (15Hrs)

System Software Management – Overview of Operating Systems, Network Management Programs, Database Management Programs, Servers, System Utilities, Performance and Security Monitors, System Development Programs, Managerial Considerations in Selection, Maintenance, Controlling, Replacement of Software.

Application Software Management – Overview of General Purpose Application Software Such as Software Suites, Messaging, Groupware, Conferencing Commercial and# Corporate Tools and Overview of Application Specific Software Such as Programming Language, ERP, e-commerce, CRM, Scientific and Engineering Programs.#

UNIT - III NETWORKING MANAGEMENT (15 Hrs)

Networking Trends – Intranet and Extranet – Overview of Networking Alternatives, Networking Types, #Networking Media#, Networking Processors, Networking Software, Networking Architecture and Networking Protocols.

UNIT - IV DATA MANAGEMENT (15 Hrs)

Database Concepts and Development – Types of Database – Application Development through DBMS – Database Administration Data Resource Management – #Data Warehouse and Data Mining #– Data Recovery Practices and Technologies.

UNIT - V PEOPLE MANAGEMENT (15 Hrs)

I.T. Organization of a Large Corporation – Selection and Recruitment – Training – Retention – Performance Measurement - #Emerging Trends in IT#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment

REFERENCE BOOKS

1. Laudon & Dass, Management Information System 11th Edition, Pearson.
2. Obrien, Marakas, Behl, Management Information System, Tata McGraw Hill Education Private Ltd.9th Edition.
3. W.S. Jawadekar, Management Information System, Tata Mc Graw Hill Education Private Ltd.4th Edition.
4. R.Simpson, IT System Management by Rich Schiesser, Enterprise Computing by Alan.

**SEMESTER III: ELECTIVE
DATA MINING**

Course Code : 17MBA3CES5
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE

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

OUTCOMES

Students who complete this course should be able to

- Process raw data to make it suitable for various data mining algorithms.
- Discover and measure interesting patterns from different kinds of databases.
- Apply the techniques of clustering, classification, and visualization to real world data.
- Apply data mining technique for business intelligence

UNIT- I INTRODUCTION (15 Hrs)

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 (15 Hrs)

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 (15 Hrs)

Regression and correlation; Classification- Decision trees; clustering –Neural networks;
Market basket analysis#

UNIT- IV MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES (15 Hrs)

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 (15 Hrs)

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

Self study portion

TEACHING PEDAGOGY: Lectures, Group discussions, ICT, and Assignments

REFERENCE BOOKS

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

**SEMESTER III: ELECTIVE
INVENTORY MANAGEMENT**

Course Code : 17MBA3CESCM1
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To understand the Process of Aggregate Planning and its link with Inventory Management
- To understand concept of Supply Chain Inventory and study a few basic variants of EOQ models
- To recognize role and importance of Supply Chain Inventory Management in delivering perfect customer order
- To acquaint with safety and environmental aspects of Inventory Management.
- To understand current and past approaches to fuels inventory and mapping

OUTCOMES: At the end of the course the student will be able to

- Know the fundamental principles of inventory control.
- Understand inventory classifications.
- Explain the importance of accurate inventory records and how they can be maintained.
- Calculate inventory turnover using both the average method and point-in-time.

UNIT - I AGGREGATE PLANNING & INVENTORY MANAGEMENT (15 Hrs)

Introduction - Operations Planning - Aggregate Production Plan – Chase Production Strategy - Level Production Strategy - Mixed Production Strategy. MPS - Dependent & Independent Demand - Bill of Materials - #Overview of MRP & MRP II#.

**UNIT - II MANAGING SC INVENTORY & DELIVERING PERFECT CUSTOMER
ORDER-I (15 Hrs)**

Understanding SC Inventory – Types of Inventory - Inventory Related Costs - Inventory Investment – Asset or Liability? The Right Reasons for Investing In Inventory – (Support Production - Operational & Customer Service Requirements - Hedge against Marketplace Uncertainty - Opportunity Buying). The Wrong Reasons for Investing in Inventory – (Poor Quality & Material Yield - Unreliable Supplier Delivery-Extended Order - Cycle Times - Inaccurate Demand Forecasts - Specifying Custom Items for Standard Applications - Extended Material Pipelines - Inefficient Manufacturing Processes). Special Applications of EOQ Approaches – Adjusting Simple EOQ Model for Modal Choice Decision - Adjusting Simple EOQ Model for Volume Transportation Rates - #Adjusting Simple EOQ for Private Carriage#.

**UNIT - III MANAGING SC INVENTORY & DELIVERING PERFECT CUSTOMER
ORDERS-II (15 Hrs)**

Managing Inventory Investment – Three V Model of Inventory Management - Achieve Perfect Record Integrity - Improve Product Forecasting - Standardize and Simplify Product Design - Leverage Companywide Purchase Volume - Use Suppliers for On-Site Inventory Management - Develop SC Planning Systems and Support Structure - Reduce Supplier - Buyer Cycle Times - Delivering the Perfect Customer Order – MRP - DRP - SC Inventory Planning - Automated Inventory Tracking System - Inventory At Multiple Locations – The Square Root Law - Inventory for Outbound Systems - #Demand Pull Approach to Manage Inventory#.

**UNIT - IV SAFETY & ENVIRONMENTAL ASPECTS OF INVENTORY
MANAGEMENT (15 Hrs)**

Environmental Aspects of Storage – Identification of Land Contamination - Water and Air Contamination & Monitoring for Fugitive Emission - Spillages - Leakages - Dumps - & Disposables. Explosive Storage - Petroleum Act - Storage of Explosive – Precautions During Loading - Unloading - Storage - Transportation & Usage - Gas Cylinder Rules - Fire and Other Hazards & Precautions For Mitigation - Cross Contamination & Hygiene Precaution In Case of Chemicals & Pharmacy Food Storage Material - Hazardous Waste Storage and Management – #Storage and Disposal Methods and Legal Compliance#.

UNIT - V KEY OPERATIONAL ASPECTS IN SC

(15 Hrs)

Creating the Lean SC – JIT Purchasing - JIT Transportation and JIT Production. Kanban - #VMI#.

Self Study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation

REFERENCE BOOKS:

1. Purchasing & Supply Chain Management by Monczka - Trent - Handfield - Thomson South Western - 3rd Edition
2. Supply Chain Management Process - System & Practice by N.Chadrsekaran - Oxford - 1st Edition
3. Purchasing & Supply Chain Management by Dobler - Burt - TMGH - 6th Edition.
4. The Management of Business Logistics by Coyle - Bardi - Langley - Cengage Learning - 5th Indian Reprint

**SEMESTER III: ELECTIVE
STRATEGIC LOGISTICS MANAGEMENT**

Course Code : 17MBA3CESCM2

Hours/week : 5

Credit : 4

Max Marks: 100

Internal Marks: 25

External Marks: 75

OBJECTIVES:

The objectives of the course would be to make the students

- Identify of the role of logistics in adding value to the final product
- Gain knowledge on warehouse operations and materials handling
- Manage the functions of transportation and packaging
- Evaluate the performance of logistics functions
- Aware of the latest developments in the field of logistics

OUTCOMES:

After completing this course, the students will be able to

- Appreciate the role of logistics in adding value to the final product
- Bring about changes in the material handling and warehousing practices of an organization
- Effectively manage the transportation and packaging related activities
- Evaluate the performance of logistic functions in an organization
- Execute logistics desires of a company from a global perspective

UNIT - I INTRODUCTION (15 Hrs)

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 WAREHOUSING AND MATERIALS HANDLING (15 Hrs)

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - #Virtual Warehouse# - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - #ASRS#.

UNIT – III TRANSPORTATION AND PACKAGING (15 Hrs)

Transportation System - #Evolution# - Infrastructure and Networks - Freight Management - Vehicle Routing - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - #Consumer and Industrial Packaging#.

UNIT - IV PERFORMANCE MEASUREMENT AND COSTS (15 Hrs)

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 (15 Hrs)

Logistics Information Systems - Need - Characteristics and Design - E Logistics - Structure and Operation - Logistics Resource Management - e-LRM - Automatic Identification Technologies - Warehouse Simulation - Reverse Logistics - Scope -Design and as a Competitive Tool - #Global Logistics - Operational and Strategic Issues - Ocean and Air Transportation - Strategic Logistics Planning#.

#Self study portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCES BOOKS:

1. Bowersox, D. and Closs, D. “Logistical Management: The Integrated Supply Chain Process”, Tata McGraw Hill, 1st Edition, New Delhi, 2010.
2. Vinod V. Sople. “Logistics Management”, Pearson Education, 3rd Edition, New Delhi, 2012.

**SEMESTER III: ELECTIVE
MATERIAL FLOW MANAGEMENT**

Course Code : 17MBA3CESCM3
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To understand flow of materials in a Supply Chain
- To appreciate the role of Transportation and Warehouse Management
- To understand the essentials of Packaging and Materials Handling from Logistics point of view
- To understand Government statutory requirements related to Logistics Management

OUTCOME:

- At the end of the course, students will be able to Demonstrate linkages between concepts and practical application of Managing material flow in supply chains.

UNIT - I FLOWS IN SC (15 Hrs)

Forward & Reverse SC - Product - Services - Information - Funds - Demand - #Forecast flows in Upstream & Downstream direction #

UNIT - II TRANSPORTATION INFRASTRUCTURE & OPERATIONS (15 Hrs)

Transport functionality - Principles - Mode Selection criteria - Transportation Service Levels - #Transportation Economics and Pricing #– economic drivers - costing - carrier pricing strategy. Transport Administration – operational management - consolidation - negotiation - control - Documentation – L/R - B/L - AWB - IGM

UNIT - III WAREHOUSE MANAGEMENT (15 Hrs)

Warehousing economic benefits - service benefits. Warehousing Operations - handling - storage. Warehouse Ownership Arrangements - Warehouse Decisions – site selection - design - product mix analysis - expansion - material handling - layout - #Warehouse Management System#

UNIT - IV PACKAGING & MATERIALS HANDLING (15 Hrs)

Packaging Perspectives - Packaging for Materials Handling Efficiency – package design - unitization - communication. Material Handling – basic considerations - mechanized systems - semi-automated - automated Systems - information directed Systems - #special handling considerations#

UNIT - V ROLE OF GOVERNMENT IN LOGISTICS (15 Hrs)

Overview of CST - LST - Implications of proposed GST - Excise Duties - Octroi - Entry Tax - CENVAT - #Motor Vehicles Act# - Customs Act.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment

REFERENCE BOOKS:

1. Supply Chain & Logistics Management by Bowersox - Closs & Cooper - TMGH - 2nd Edition.
2. Logistics and Supply Chain Management- Cases and Concepts by G. Raghuram - Rangaraj - Macmillan India - 1st Edition.
3. Fundamentals of SCM Twelve drivers of competitive advantage by John Mentzer - Sage Publication - 1st Edition
4. Business Logistics/Supply Chain Management by Ronald Ballou - Pearson Education - 5th Edition.
5. A Logistics Approach to Supply Chain Management by Coyle - Langley - Gibson - Novack - Bardi - Cengage Learning - India Edition - 2009.
6. Advanced Supply Chain Management by Poirier C C - Berrett - Koehler Publishers - 1999.

**SEMESTER III: ELECTIVE
ESSENTIALS OF SUPPLY CHAIN MANAGEMENT**

Course Code : 17MBA3CESCM4
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamental of supply chain management
- Gain knowledge on supply chain structure
- Learn to make strategic decisions with regard to supply chain
- Gain insight into the drivers of supply chain
- Learn the best practices in supply chain management.

OUTCOMES:

On completion of the course, the students will be able to:

- Recognize the process of supply chain and apply it in real business situation.
- Perform basic cost calculations for efficient supply chain management.
- Take supply chain decision and frame supply chain strategies
- Apply supply chain drivers to improve the performance of supply chain
- Adopt and implement best supply chain practices

UNIT - I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (15 Hrs)

Supply Chain in Day-to-Day Life, Evolution and Landmarks, Supply Chain Management, Logistics and SCM, Value Chain, Value System and Supply Chain, Supply Chain Macro Processes, Interface of Technology, Process, and People in Supply Chain, #Supply chain examples#.

UNIT - II SUPPLY CHAIN STRUCTURE (15 Hrs)

Structure of a Supply Chain, Push-based Supply Chain, Managerial Levers for Achieving Cost-Efficient Supply Chain, Commodity and Cost-centric Supply Chain, Pull-based Supply Chain, #Agile Supply Chain#, Virtual Organization - Pull-centric, Trade-off between Push and Pull Strategies, Identifying Appropriate Push and Pull Strategy

UNIT - III SUPPLY CHAIN ORGANIZATION AND STRATEGIC DECISION (15 Hrs)

Role of Supply Chain Managers, Variety of Roles in Supply Chain, Horizon of People and Organizational Issues in SCM, Corporate Size, Business Complexity, Ownership Pattern, and Impact on Decision Making Intra-organization Decision Making Versus Outsourced Supply Chain, Linking Strategic Supply Chain Decisions with Corporate Strategies, #SBU-Level Strategies#, Functional-Level Strategies, Nature of Strategic Decisions Involving Supply Chain Drivers

UNIT - IV SUPPLY CHAIN DRIVERS (15 Hrs)

Role and Relevance, Supply Chain Drivers and Supply Chain Performance, Facilities and SCM, Inventory and SCM, Transportation and SCM, Information and SCM, Sourcing and SCM, #Pricing and SCM#, Balancing the Configuration of Drivers and Strategic Focus, #Trade-offs in Designing Supply Chain Drivers, Metrics of Supply Chain#.

UNIT - V BEST PRACTICES OF SUPPLY CHAIN MANAGEMENT (15 Hrs)

Tierization of Suppliers, Reverse Logistics, Vendor-managed Inventory, Milk Run System, Bar Coding, Hub and Spoke Concept, Trends in Use of Third-party Logistics Providers, Fourth-party Logistics Providers, Postponement Strategy, Cross-docking, Drop-shipping, Risk-pooling, Transshipment, Radio Frequency Identification, #Lean Operations Techniques#, Overview of SCOR model, Overview of Green Supply Chain.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment

REFERENCE BOOKS:

1. Sunil Sharma, "Supply Chain Management: Concept, Practices and Implementation", Oxford Press, New Delhi, 2010
2. Chandrasekaran.N, " Supply Chain Management: Process, System and Practices", Oxford Press, New Delhi, 2010
3. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5th Edition, New Delhi, 2013.
4. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2009.

**SEMESTER III: ELECTIVE
VENDOR MANAGEMENT**

Course Code : 17MBA3CESCM5
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To emphasize the managerial perspective of core tasks and challenges in effectively managing the purchasing function within the context of integrated supply chain.
- To make the students aware of the different demands placed on the purchasing and supply chain managers by business stakeholders.
- To help the students understand the impact of purchasing on competitive success and profitability of modern day organizations.
- To provide an in-depth understanding of the fundamentals surrounding the operational aspects of purchasing.

OUTCOMES:

- Understand basic terminology and supply chain operations in the context of today's business environment.
- Understand the role and function of Purchasing and Sourcing management.
- Realize the importance of Purchasing and Sourcing management in modern day business.

UNIT - I PURCHASING PROCESS - POLICY AND PROCEDURES (15 Hrs)

Purchasing Objectives - Responsibilities of Purchasing - Types of Purchases - Improving Purchase Process - Purchasing Procedures - Policy Overview – What makes an effective Policy? Advantages & Disadvantages of Policies - Policies defining - Role & conduct of Purchasing - Buyer-Supplier Relationship - #Operational Issues #- Ethical considerations in Purchasing

UNIT - II ORGANIZING THE PURCHASING FUNCTION (15 Hrs)

Purchase Function Position Within the Organization Structure - Factors affecting Purchasing's Position - Reporting of Purchasing function - Organizing of Purchasing - Separating Operational & Strategic Purchasing - Advantages & disadvantages of centralized - decentralized Purchasing - #Hybrid Purchasing Structure#

UNIT - III STRATEGIC SOURCING – SUPPLIER EVALUATION & SELECTION

(15 Hrs)

Linking Purchasing and Corporate Strategy - Translating Corporate Objectives into Purchasing Goals - Translating Purchasing Objectives into Purchasing Goals - Purchasing Strategy Development Process - Types of Purchasing Strategies - Supply Base Optimization - Critical Role of In-sourcing / Outsourcing - The In-sourcing / Outsourcing Decision Process - Make or Buy - Supplier Evaluation and Selection Process - Need for Supplier Selection - Identifying key sourcing requirements - #Evaluation and Selection - Key Supplier Evaluation Criteria#

UNIT - IV SUPPLIER QUALITY MANAGEMENT (15 Hrs)

Overview of Supplier Quality Management – What is Supplier Quality? Why be Concerned with Supply Quality? Factors Affecting Purchasing's Role in Managing Supplier Quality - Supplier Quality Management using Total Quality Perspective - # Defining Quality in Terms of Customers and their Requirements - Pursuing Quality at the Source #

UNIT – V NEGOTIATION & CONTRACTS MANAGEMENT (15 Hrs)

Objectives of negotiation - when to negotiate - The negotiation Process - Preparation - Establishing the Objectives - Dynamics of Negotiation - Phases in face-to-face negotiation - Negotiation Techniques – traditional - collaborative - price analysis - cost analysis. Types of Contracts – Fixed Price - Cost based / Indexation - Long term - Short term. Consideration when selecting contract types - How to write a Contract. Essential elements of Contract - Purchase Order (P.O) - # Difference between P.O & Contract#

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Article presentation, Assignment

REFERENCE BOOKS:

1. Purchasing & Supply Chain Management by Monczka - Trent - Handfield - Thomson South Western - 3rd Edition
2. Purchasing & Supply Chain Management by Lysons and Farrington - Pearson Education - 2010.
3. Purchasing & Supply Chain Management by Dobler - Burt - TMGH - 6th Edition.
4. New Directions in Supply Chain Management: Technology & Strategy Implementation by Tonya Boone and Ram Ganeshan - Jaico Publishing - 2007
5. Extending the Supply Chain by Boyer - Forhlich and Hult - PHI - 3rd Indian Reprint - 2009
6. Organizational Buying Behaviour by Webster and Wind - Prentice Hall - 197 Category Management in Purchasing: A Strategic Approach to maximize business profitability by Jonathan O Brien Kogan Page.

**SEMESTER III: ELECTIVE
ENTREPRENEURSHIP DEVELOPMENT**

Course Code : 17MBA3CEED1
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The objective of this course is to expose the students to the growth to the development of entrepreneurship.

OUTCOME: students are able to know the traits needed for entrepreneurship, evolution of entrepreneur, various steps for starting a small industry, intricacies of managing new ventures and part played by the government for entrepreneurship development.

UNIT - I (15 Hrs)

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

UNIT - II (15 Hrs)

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

UNIT - III (15 Hrs)

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

UNIT - IV (15 Hrs)

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

UNIT - V (15 Hrs)

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

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS

1. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
2. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultan chand & Sons.
3. P.Saravanavelu "Entrepreneurship Development ", Eskapee Publications.
4. Satish Taneja, Entrepreneur Development ", New Venture Creation.
5. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill edition.

SEMESTER III: ELECTIVE PROJECT MANAGEMENT

Course Code : 17MBA3CEED2
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To be an efficient project manager and as part of a project team and various phases in project management.

OUTCOME: Students are able to enlighten the role of project manager and also a part of project teams, aware of the internal dimension of project planning, project financing. Hindrances of project implementation and various dimensions of project feasibility study.

UNIT - I (15 Hrs)

Project management – Concept of a Project – Categories of Project - Project life cycle- Definition of project management - The project as a conversion Process - project environment – complexity of projects - the relationship between project Management and line management - current issues in project management- system approach to project management - #Roles and responsibilities of project manager#.

UNIT - II (15 Hrs)

Project planning - project planning as a value adding activity - #process of project planning# - managing the planning process - communicating project plans - dealing with increased complexity through network diagrams - Analyzing the network- Critical Path Analysis – Activity on Nodes diagramming- Dealing with the uncertainty Programme Evaluation and Review Technique- Computerized Project Management - planning with standards.

UNIT - III (15 Hrs)

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

UNIT - IV (15 Hrs)

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

UNIT - V (15 Hrs)

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

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

1. Project Management - Harvey Maylor - Macmillan India Ltd.
2. Project Management - S. Choudhury - Tata McGraw Hill publishing
3. Project Management Principles & Techniques - B.B. Goel- Deep & Deep publications Pvt Ltd.
4. Project Planning, Analysis, Selection, implementation and Review – Prasanna Chandra - Tata McGraw Hill Publishing Company Ltd
5. Project Management A systems Approach to Planning Scheduling and Controlling- Harold Kerzner, CBs Publishers & Distributors, New Delhi.
6. Project Management Strategic Financial Planning Evaluation and Control Bhavesh M Patel-Vikas Publishing House Pvt Ltd.,Delhi
7. Total Project Management-P.K Joy-Macmillian India Ltd.

**SEMESTER III: ELECTIVE
ENTREPRENEURIAL FINANCE**

Course Code : 17MBA3CEED3
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To give an exposure about how finance is mobilized economically and utilized effectively for entrepreneurs.

OUTCOME: students are able to understand how finance is to be handled without risk, sources of funds in various financial institutions and prepare for an effective financial planning.

UNIT - I PROJECT PLANNING & PROJECT APPRAISAL (15 Hrs)

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

UNIT - II SOURCES OF FINANCE (15 Hrs)

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

UNIT - III SHORT TERM SOURCES (15 Hrs)

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

UNIT - IV VENTURE CAPITAL, HIRE PURCHASE AND LEASING (15 Hrs)

Venture capital - Meaning - origin - Importance - Benefits - Venture capital in India. Hire Purchase - Concept - Evaluation of Hire Purchase Proposals - Leasing - Overview –Tax aspects -Lease Accounting - #Evaluation of Leasing Proposals#.

UNIT - V PREPARING THE FINANCING PLAN (15 Hrs)

General considerations-Construction Financing- Long term financing - Withholding Tax Considerations - #estimating the Borrowing capacity of project # - Loan repayment Parameters - Borrowing Capacity - Assuming full Draw down Immediately prior to project Completion & Periodic Loan Drawdowns- applications to Hypothetical High Speed rail Project- Annual Coverage Tests.

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

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

**SEMESTER III: ELECTIVE
INFORMATION TECHNOLOGY AND E-COMMERCE**

Course Code : 17MBA3CEED4
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To explain the application of information technology and introduce the concepts of electronic commerce.

OUTCOME: The students are able to acquaint the use of information technology windows XP, MS – Word, work–sheet, MS-Excel electronic payment system and security in the cyber space.

UNIT - I (15 Hrs)

Computer & Internet: Desktop computers, Block diagram of a computer, Input and output devices, memory and storage devices, different ports and its uses, Different type of printers. Software: OS, Windows OS, Application software. Networking, different LAN and WAN connections, connecting to a network, testing connection, Internet, IP address, Hypertext, Uniform Resource Locator, Web Browsers, IP Address, Domain Name, Internet Services Providers, Internet Security, #Internet Requirements#, Web Search Engine, Net Surfing, Internet Services.

UNIT - II (15 Hrs)

Windows XP: Windows concepts, Features, Windows Structure, Desktop, Taskbar, Start Menu, My Computer, Recycle Bin, Windows Accessories- Calculator, Notepad, Paint, WordPad, Character Map, #Windows Explorer#, Entertainment.

UNIT - III (15 Hrs)

Word Processing; MS Word: Advanced Features of MS Word, Find & Replace, Using Thesaurus, Using Auto- Multiple Functions, Mail Merge, Handling Graphics, Tables & Charts, Converting a word document into various formats like- Text, Rich Text format, Word perfect, HTML, PDF etc.

Worksheet- MS-Excel: Working with single and multiple workbooks, working with formulae & cell referencing, Excel functions and formulas, Worksheet with ranges, formatting worksheet, Graphs and charts, Database, Creating and Using macros, #Multiple worksheets- concepts#, creating and using.

Power Point: reordering and hiding slides, slide show and editing custom slide. Text box properties, Audio, Formatting text, Animation and transition - **Database Basics:** Databases, Records - Fields, data types, Database Types Library Catalogues

UNIT - IV (15 Hrs)

E-Commerce: Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management - **Electronic Payment Systems:** Overview of the Electronic payment Technology – Requirements for Internet Based payments - Electronic payment Medias - #Electronic commerce and banking#.

UNIT - V (15 Hrs)

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - **Web based Business:** Business-to-Business Electronic Commerce-Intranets and Extranets - #Intranets and Supply Chain Management# - Legal and Ethical issues - Case studies.

Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS

1. Professional Office Procedure by Susan H Cooperman, Prentice Hall
2. Information Technology: Principles, Practices and Opportunities by James A Senn, Prentice Hall
3. Enterprise Resource Planning - Richard Hammer - 1998
4. Management Information System - James O'Brien
5. Frontiers Of Electronic Commerce - Ravi Kalkota - 1998
6. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce - A Managerial Perspective", Addison - Wesley, 2001.
7. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addison - Wesley, 2000.

**SEMESTER III: ELECTIVE
BUSINESS PLANS**

Course Code : 17MBA3CEED5
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To explain the paramount importance of ethics while taking business decisions.

OUTCOME: The students are able to know business plan, business plan process, components of business plan, emerging ethical issues and corporate governance.

UNIT - I (15 Hrs)

Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - #Factors of successful business# - capital management- financial control -anticipating change and adaptability.

UNIT - II (15 Hrs)

Business plan process - sources of information - Internet, government sources and statistics - offline research resources - library - SBDC'S -Trade and industries associations - #sources of market research # -evaluating data- benefits of market study -coverage of market study - information sources.

UNIT - III (15 Hrs)

Business plan components - The Executive summary - company description - #Industry analysis and trends# - Target market - Competition - strategic position and risk assessment – Marketing plan and sales strategy - operations - Technology plan -management and organization.

UNIT - IV (15 Hrs)

Business ethics - Definition and importance. Benefits of business ethics. # Emerging ethical issues in business#. Ethics as a dimension of social responsibility.

UNIT - V (15 Hrs)

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

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

1. Business ethics - Ethical decision making and cases. O.C.Ferrell John Paul 23.
2. Fraedrich, Linda Ferrell.6th edition, Published by Biztantra.
3. Business ethics - William H. Shaw 4h edition Published by Thomson Wadsworth
4. Rhonda Abrams " The Successful business Plan Secret \$ Strategies " prentice
5. Rhonda Abrams "The business plan in a day " Prentice.
6. Business plan preparation - Entrepreneurship Development Institute of India

**SEMESTER III - EXTRA CREDIT
LEGAL ASPECTS OF BUSINESS**

Code : 17MBA3EC1
Hours/week : -
Credits : 4

Max Marks: 100
Internal Marks: -
External Marks: 100

OBJECTIVE: To provide a basic knowledge about the legislations relating to business.

OUTCOME: Must be aware of business legislations and latest amendments and their applications in the business scenario

UNIT - I CONTRACT ACT, 1872

Legal environment – meaning – significance - Indian Contract Act 1872-Key definitions-essentials – offer – acceptance – consideration - capacity of parties - free consent - Void agreements

UNIT - II PERFORMANCE OF CONTRACTS AND AGENCY

Performance of contracts-Modes and discharge of contracts-Remedies for breach of contract - Indemnity and guarantee-Agency-modes of creating agency-rights-duties and liabilities of agent and principal- Termination of agency

UNIT - III SALE OF GOODS ACT, 1930

Sale of Goods Act,1930-Important definitions-differences between Sale and agreement to sell- Conditions and Warranties-Rights of unpaid seller-Sale by non-owner- Basics of GST

UNIT - IV COMPANIES ACT, 2013

Introduction to companies Act, 2013-Important definitions-Private company-public company-small company-one person company-promoters-prospectus-key managerial personnel-Incorporation of a company –Memorandum and Articles of Association- Prospectus and allotment of securities- share capital and debentures# – Reports and Returns to be submitted to ROC
(Up to Sec.72-Chapters I to IV of New Companies Act, 2013)

UNIT - V RIGHT TO INFORMATION ACT, 2005 AND CONSUMERS PROTECTION ACT, 1986

Right to information and obligations of public authorities- The Central Information Commission-The State Information Commission- Powers and functions of the Information Commissions, appeal and penalties- Consumer Protection Act-rights of consumers-important definitions-consumer protection councils - Redressal machinery under the Act-District Forum-State Commission-National commission- Appeals-penalties.

(Students must be aware of the amendments to the above legislations up to 6 months before the examinations)

REFERENCE BOOKS

1. Dr.Balachandran .V, Thothadri.S, Legal Aspects of Business- Vijay Nicole Imprints (P) Ltd., Chennai, 2013.
2. N.D.Kapoor, Elements of Commercial law, Sultan Chand &Co., New Delhi
3. Companies Act,2013, Taxmann Publications, New Delhi
4. Bare Acts- -Contract Act-1872-Sale of goods Act,1930-Companies Act,2013.
5. Right to Information Act,2005- Consumer Protection Act,1986.
6. Kuchhal M.C., Business Law, Sultan Chand Co., New Delhi,2006
7. Tejpal Sheth, Legal aspects of Business, Pearson Publications.
8. DAS P.K., Handbook on The Right To Information Act.
9. R.S.N.Pillai, Bhagavathi, Business Law, S.Chand & Co., Chennai.

**SEMESTER IV: CORE XVII
INTERNATIONAL BUSINESS MANAGEMENT**

Course Code : 17MBA4C17
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks : 25
External Marks : 75

OBJECTIVE:

The objective is to impart knowledge and skill of analysis of operational processes of business between two or more nations and to gain an in-depth knowledge of Global business environment, relevant theories and concepts including institutions involved.

OUTCOMES:

After having learned this course the students will be able

- To understand the fundamentals of international business
- To know about the international financial environment and economic institutions
- To expose to strategies for global operations and emerging trends in the international business

UNIT – I INTRODUCTION (15 Hrs)

International Business - Definition, Nature, advantages and disadvantages of international business. Process of Globalization - Trends, Effects and Benefits of Globalization - #Entry strategies for International Business# - Types of International Business, Challenges, approaches to international business.

UNIT – II ENVIRONMENT AND INTERNATIONAL BUSINESS THEORIES (15 Hrs)

Impact of Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal, Environment of International Business Governmental influence on International Business and FDI - International Business Theories - Introduction to Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher - Ohlin Theory, Product Cycle Theory. #Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Anti-dumping Policy#.

UNIT – III WORLD FINANCIAL ENVIRONMENT (15 Hrs)

Foreign Exchange: Determinants of Foreign Exchange rate, Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, #Factors Affecting Exchange Rates, Exchange Risk Management#. Concepts relating to Balance of Payment – International Financial Institutions – IMF, IBRD, IDA, ADB – Objectives and Functions.

UNIT – IV INTERNATIONAL ECONOMIC INSTITUTIONS (15 Hrs)

Role of International Economic Institutions :UNCTAD - Basic Principles and objectives, WTO - Role and Advantages of WTO, Impact of WTO agreements on developing countries – TRIPS, TRIMS, GATS. Regional Economic Integration -Introduction, Levels of Economic Integration, Impact of EU, ASEAN, #SAARC in International Business#.

UNIT – V STRATEGY FOR GLOBAL OPERATIONS (15 Hrs)

Global Marketing Strategies - HRM, finance, Manufacturing and Supply chain strategies - #International Asset Protection#, Social, Labor, Environmental issues in International Business - Recent World Trade and Foreign Investment trends.

#Self study portion.

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS:

1. Black J - International Business Environment (Prentice Hall).
2. Dr.Francis CherruniIam, International Business Environment, Himalaya Publishing House
3. Shyam Shukla, International Business, Excel Book, New Delhi.
4. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi.
5. Robinson D Richard - International Business Management.
6. Bhalla V.K. & Sivramu- International Business Environment and Business.
7. Ashwathapa .K - International Business Environment.

**SEMESTER IV: CORE XVIII
STRATEGIC MANAGEMENT**

Course Code : 17MBA4C18
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: To impart students

- To understand the conceptual framework for strategic management.
- To analyze the external and internal environment to for sustaining competitive advantage.
- To develop various types of strategies.
- To implement and evaluate strategies.

OUTCOMES: Upon completion of this course, studies will be able to

- Formulate organizational vision, mission, goal and values.
- Analyze, development and establish organizational priorities.
- Develop strategies and action plan to achieve an organization and action plans to achieve an organization's vision, mission and goals.
- Specify current and desired strategic positioning in order to market demands.
- Evaluate and revise strategic management process in order to achieve organizational goals.

UNIT - I STRATEGY AND PROCESS (15 Hrs)

Concept of Strategy - Framework for Strategic Management, Strategy Formation Process - Stakeholders in Business - #Vision, Mission and Purpose#- Business, Objectives and Goals - Definition

UNIT - II COMPETITIVE ADVANTAGE (15 Hrs)

Analysis of External and Internal Environment - Porter's Five Forces Model - Generic Strategy - Capabilities and Competencies - Core Competencies - Distinctive Competencies -#Resources and Capabilities Durability of Competitive Advantage# - Avoiding Failures and Sustaining Competitive Advantage.

UNIT - III STRATEGY FORMULATION (15 Hrs)

Type of Strategies - Porters classification of Generic Strategy - Grand Strategies - Stability Strategies - Growth Strategies - Retrenchment Strategies - combination Strategy - Types and Reason for diversification. #SWOT/SWOC Analysis# - BCG - GE Matrix - Shells Directional policy Matrix - M/8 Model - PIMS analysis - Mc Kinsey's 7s Framework.

UNIT - IV STRATEGY IMPLEMENTATION (15Hrs)

The Process of Implementation, #Aligning People behind the Strategy, Creating a Culture for Success#, Prioritizing Implementation, Implementation Strategy, Careful Planning of Implementation, Working in the Organizational Structure. Implementation & Approaches -Commander Approach

UNIT - V STRATEGY EVALUATION AND CONTROL (15 Hrs)

Strategy Evaluation and Control Process - Elements of Control - #Effective Control System# - Methods of Control

Self Study Portion

TEACHING PEDAGOGY: Activity based learning, Assignments, Case study, Role play.

REFERENCE BOOKS

1. Thomas L. Wheelen, David Hunger.J and Krish Rangarajan, Concept in Strategic Management and Business Policy, 9th Edition, Pearson Education, 2009.
2. Fred.R.David, Strategic Management, Concept and cases, 12th Edition. PHI, 2008.
3. Prasad L.M., Strategic Management,
4. Charles W.L.Hill & Gareth RJones - 'Strategic Management Theory, An Integrated Approach - Biztantra, 2008.
5. Saloner and Shepard, Podolny, Strategic Management, John Wiley, 2001.
6. Arnoldo C.Hax and Nicholas S. Majluf, The Strategy Concept and Process –
7. A Pragmatic Approach, Second Edition, Pearson Education, 2005.
8. Upendra Kachru, Strategic Management concepts & cases, Excel Books, 2006.

**SEMESTER IV: ELECTIVE
RETAIL MANAGEMENT**

Course Code : 17MBA4CEM6
Hours/week : 5
Credits : 4

Max. Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: This course will help the student to gain an in-depth knowledge of Retail Management and Concept Environment. The course focuses on imparting the theoretical concepts necessary to understand the dynamics of Retail management.

OUTCOMES:

After learning this course the students will be able

- To understand the basics concept of Retail management
- Ability to apply the principles in real-cases.
- The student becomes aware of the theoretical and practical issues in retailing.

UNIT - I RETAILING CONCEPTS (15 Hrs)

Definition of retailing – Characteristics of retailing – Traditional and non-Traditional retailing – Applications of information technology in retail management - E –Retailing .-#Business retail models.#

UNIT - II ENUMERATION OF RETAILING (15 Hrs)

Global trend in retailing – Indian retail industry – Drivers to the growth of retail — International Retail Environment.- Creativity in retailing - Emerging trends and challenges - FDI in retailing, #Rural retailing.#

UNIT- III RETAIL FORMATS (15 Hrs)

Different types of retail formats – Choice of location – Store layout and designs – Positioning of retail shops – Retail store image – Retail service quality Management - Retail Administration: #Store Management#, HRM, Information systems.

UNIT - IV RETAIL MARKETING MIX (15 Hrs)

Merchandise management – Service retailing Vs. Product retailing – Retail branding - Pricing for retail – Promotion – Supply chain and logistics - handling returns – #Retail marketing strategies# - Retail Communications, Shrinkage Management -Strategic Planning in retailing.

UNIT - V RETAIL SHOPPERS BEHAVIOUR (15 Hrs)

Shopping process – Influences of shoppers’ attitude, perception, personality and life style in retail shopping behaviour – Handling complaints – Delivering value to retail shoppers - CRM In retailing – #Retail research#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Article presentation, Assignment

REFERENCE BOOKS

1. Malcolm Sullivan, Dennis Ad Cock, Retail marketing, Thomson
2. Barry Berman, Joel.R.Evans, Retail Management – A Strategic Approach, Prentice Hall of India.
3. James R. Ogden, Denise J. Ogden, Integrated Retail Management, Biztantra.
S.C. Bhatia, Retail Management, Atlantic Publishers & Distributors Pvt. Ltd., New Delhi.
4. Swapna Pradhan., Retailing management, Tata Mc Graw – Hill Education Private Ltd.

**SEMESTER IV: ELECTIVE
INTERNATIONAL MARKETING**

Course Code : 17MBA4CEM7
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The main objective of this course is to develop a managerial understanding of international marketing which will help students enhance their analytical, decision making and implementation skills in an intense, highly challenging project of developing an actual marketing plan.

OUTCOMES:

At the end of the course the student will

- Understand basic international marketing concepts, theories, principles, and terminology.
- Be able to demonstrate an awareness and knowledge of the impact of environmental factors on international marketing activities.
- Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
- Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.

UNIT - I INTERNATIONAL MARKETING ENVIRONMENT (15 Hrs)

Trends in International Trade – Global Sourcing and Production Sharing – Growing Economic Power of Developing Countries – International Marketing: Reasons for/ Motives of Orientations – Internationalization Stages – Decisions – Scope of Marketing Indian Products Abroad - Driving and Restraining Forces – Participants – #Future of International Marketing#. Economic Environment – Social Environment – Political and Government Environment – Demographic Environment – Technological Environment – Trade Barriers – Cultural Environment

UNIT - II MARKETING INTELLIGENCE AND ENTRY STRATEGIES (15 Hrs)

Information Requirements – Sources – Information System and Marketing Research – Phases of Research Project – Methods of Data Collection – Research Agencies – Problems In International Research. Market Selection Process – Determinants - Profiling – Market Segment Selection. Market Entry Strategies: Licensing & Franchising – Exporting – Contract Manufacturing – Turnkey Contracts – Fully Owned Manufacturing Facilities – Assembly Operations – Joint Ventures – Third Party Locations – Mergers And Acquisitions – Strategic Alliances – #Counter Trade#.

UNIT - III PRICING & PROMOTION DECISIONS (15 Hrs)

Exporter's Costs – Pricing Objectives – Factors – Methods / Approaches – Transfer Pricing – Dumping – Steps – Retrograde Pricing – Export Price Structure – Export Price Quotations – Information Requirements for Pricing – Promotion Strategies – Communication Mix – Role of Export Promotion – Trade Fairs & Exhibitions – Personnel Selling – #Problems in International Marketing Communication#

UNIT - IV INVESTMENT AND FINANCE (15 Hrs)

#Types of Foreign Private Investment# – Significance of Foreign Investment – Factors Affecting International Investment – Foreign Investment on India – International Trade Financing – Payment Terms – Institutional Finance for Export – EXIM Bank – Global Networking – Financing Services – Forfeiting.

UNIT - V EXPORT PROCEDURES AND DOCUMENTATION (15 Hrs)

Preliminaries – Inquiry and Offer – Confirmation of Offer – Export License – Finance – Production / Procurement of Goods – Shipping Space – Packing And Marking – Quality Control and Pre-shipment Inspection – Excise Clearance – Customs Formalities – Exchange Control Formalities – Insurance – Shipping of Goods – Negotiation of Documents – Documents Related to Goods – #Documents Related to Shipment#.

#Self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation

REFERENCE BOOKS

1. Francis Cherunilam, International Marketing Published by Himalaya Publishing House
2. Francis Cherunilam, International Business. Published by Himalaya Publishing House
3. Douglas & Craig., Global Marketing Strategy. P. Douglas,; C. Samuel Craig. Published...
4. Bhattacharya .B, Export Marketing. Tata McGraw Hill Education Private Ltd, 2002
5. Francis Cherunilam., Export Marketing. Published by Himalaya Publishing House
6. Chunnawala S.A., Essentials Of Export Marketing. Tata McGraw Hill Education Private Ltd.

**SEMESTER IV: ELECTIVE
CUSTOMER RELATIONSHIP MANAGEMENT**

Course Code : 17MBA4CEM8
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To help the students understand the nature and importance of customer relationship management and to acquaint them with the major aspects of CRM. The paper is designed to impart the skill based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject.

OUTCOMES:

- At the end of the course the student will have a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
- The student will have an understanding of the theoretical and conceptual concepts of Customer Relationship Management and apply them to real life marketing situations and practices.

UNIT - I OVERVIEW OF CRM (15 Hrs)

Meaning - Definition – Concepts - Importance - CRM strategies for retail and business customers - CRM as part of a customer service quality strategy - The business environment of CRM: legal, ethical, economic, competitive and social - CRM in other business sectors eg: retailing (home shopping, loyalty cards, globalization distribution management).-# E- CRM in Business#

UNIT - II UNDERSTANDING CUSTOMERS (15 Hrs)

Consumer Behavior principles - □Organizational buyer behavior - #□Retail and business customer profiling# - Relationship life cycles - Understanding and evaluating customer business plans.

UNIT - III CUSTOMER RESEARCH AND EVALUATION (15 Hrs)

Principles of customer research - Using internal information sources: Using customer data - Data warehousing and data mining Segmentation and targeting. Identifying cost effective external information sources: Published data Using the Internet Market research. Effective interviews with customers - Analysis and evaluation of information: identifying business opportunities - Preparing proposals for customers - #Evaluating portfolio profitability and setting priorities#.

UNIT - IV MANAGING CUSTOMER RELATIONSHIPS (15 Hrs)

Understanding and managing customer expectations - Developing customer confidence - Building relationships - Planning and making persuasive presentations - Managing customer contact strategies: Face-to-face Telephone Post/ email Internet. Dealing with difficult situations: Imparting bad news closing accounts Exit strategies. #Time management and CRM: priority setting#.

UNIT - V DEVELOPING CRM STRATEGY (15 Hrs)

The role of CRM in business strategy - Understanding service quality: Technical quality: product knowledge - Functional quality - Determinants of service quality - Managing customer communications. - Planning and managing CRM projects -Target setting - Measuring performance of CRM: #Setting standards Customer satisfaction Portfolio profitability#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment .

REFERENCE BOOKS:

1. Dick, L., *The Customer Relationship Marketing Planning Guide*, Hym Press.
2. Peppers D., Rogers M., and Dorf Bob, *The One to One Fieldbook*, Doubleday Pub.
3. Dick, L., *The Customer Relationship Marketing Survival Guide*, Hym Pres.
4. Sterne J., *E-mail Marketing*, Wiley.

**SEMESTER IV: ELECTIVE
SERVICES MARKETING**

Course Code : 17MBA4CEM9
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks:75

OBJECTIVE:

This course explores the role of Marketing of Service Organizations. The Marketing variables distinctive impact on service organizations are also discussed with practical implications.

OUTCOMES:

After having learned this course the students will be able

- To understand the fundamentals of service marketing
- To identify the service gaps in reality
- To draft the service blueprint and know pricing strategies and different types of services

UNIT - I SERVICE MARKETING (15 Hrs)

Service Marketing – Nature, Need, Classification of Services, #Barriers and Issues in Services# Marketing in the Indian Context.

UNIT - II CUSTOMER FOCUS (15 Hrs)

Gaps Model of Service Quality, Expectations and Perceptions, Measuring Service Quality -SERV QUAL, Building Customer Relationships and #Service Recovery#.

UNIT - III CREATING VALUE IN COMPETITIVE MARKET (15 Hrs)

Positioning, Service Development and Designing Services, Service Blue Printing, Quality Function Deployment, Adding Value, Physical evidence and #Service Cape#.

UNIT - IV DELIVERY AND PERFORMING SERVICE (15 Hrs)

Pricing Strategies for Services, Creating and Managing Service Delivery, Balancing Demand and Capacity, #Integrated Services Marketing Communication#, Services Advertising strategies.

UNIT - V MARKETING OF SERVICES (15 Hrs)

#Marketing of Financial Services#, Marketing of Hospitality Service & Marketing of Health Services.

#Self study portion.

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS

1. Valarie A. Zeithrnal and Mary Jo Bitner “ Services Marketing - Integrating Customer Focus Across the firm” Tata McGraw – Hill, New Delhi, 2nd Edition.
2. Christopher Lovelock, “Services Marketing – People, Technology, Strategy”, Addison Wesley Longman(Singapore), Pearson Education Asia, 4th Edition.
3. Roland T. Rust Anthony J. Zahorik and Timothy L. Keiningham, “ Services Marketing”, Addition Wesley Longman(Singapore)
4. Ravi Shankar, “Service Marketing – the Indian perspectives Text and Readings”, Excel Boos 1st edition, New Delhi.
5. Douglas Hoffman John E.G. Bateson, “Essentials of Services Marketing – Concepts, strategies and cases”, Thomson Asia Pvt. Ltd Singapore. 1st Indian edition.
6. Research Articles in services marketing from international and national reputed refereed marketing journals.

**SEMESTER IV: ELECTIVE
MARKETING RESEARCH**

Course Code : 17MBA4CEM10
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The purpose of this course is to make the student as a knowledgeable research consumer and a beginning practitioner. The focus will be on qualitative (exploratory) and quantitative research execution and the application of research findings and analysis in decision making. The course is geared towards the practical application of research, through gaining working knowledge of certain terminologies.

OUTCOME:

After learning this course the students will be able

- To translate marketing problem into a feasible research question.
- To know the fundamentals of qualitative (exploratory) and quantitative marketing research.

UNIT - I INTRODUCTION (15 Hrs)

The Role of Research in Marketing – M R Industry - Purpose - General steps in doing research - Secondary vs. Primary Research - #Qualitative vs. Quantitative Research #

UNIT - II QUALITATIVE AND QUANTITATIVE RESEARCH TECHNIQUES (15 Hrs)

Observation -Focus Group -Conditions under which each technique is more applicable - Surveys (including issues in questionnaire development such as measurement and translation) - Experiments - #Conditions under which each technique is more applicable #

UNIT - III SAMPLING, RESEARCH REPORT PREPARATION AND PRESENTATION (15 Hrs)

Purpose - Sampling Considerations, Methods & Procedures – Format-#Writing Style #

UNIT - IV MARKETING RESEARCH TECHNIQUES (15 Hrs)

Market development research: Cool hunting – socio cultural trends, Demand Estimation research, Test marketing, Segmentation Research – Cluster analysis, Discriminant analysis. Sales forecasting – #objective and subjective methods#

UNIT - V APPLICATIONS OF MR (15 Hrs)

Marketing Mix Research, Concept testing, Brand Equity Research, Brand name testing, Commercial eye tracking – Package designs, Conjoint analysis, Multidimensional scaling – Positioning research, Pricing Research, Shop and retail audits, Advertising Research – Copy Testing, Readership surveys and viewer ship surveys, Ad tracking, Viral marketing research. Marketing effectiveness and analytics research, Customer Satisfaction Measurement, mystery shopping, #Market and Sales Analysis#

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment

REFERENCE BOOKS:

1. Cooper Schindler., Marketing Research, Concept & Cases
2. Paul Green, Donald Tull, Gerald Albaurn ., Research for Marketing Decisions, MC Graw Companies.
3. Nargundkar, Marketing Research.
4. Beri, Marketing Research.
5. Donald S.Tull, Del I.Hawkins, Marketing Research.
6. Aakar, Kumar, Day, Measurement & Methods –Marketing Research

**SEMESTER IV: ELECTIVE
FINANCIAL MODELLING USING EXCEL**

Course Code : 17MBA4CEF6
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: To develop modeling ability for the aspects namely financial statement analysis, financial planning, principles of valuation, capital structure, investment management and operations research techniques. This course also aims to provide practical training to the students in the financial modeling using MS Excel.

OUTCOMES: At the end of this course, students should be able to:

- Design Model for analyzing performance, variance and break even analysis.
- Develop financial models for calculating cost of capital, time value of money and for planning capital budgeting and capital structure.
- Develop model for valuing share and bond, analyzing portfolio and risk.
- Develop the model for the applications of linear regression, trend line, data smoothing and decision tree model.

UNIT - I INTRODUCTION (15 Hrs)

Meaning- Objectives- Introduction to Design- Features of Model Number format – line and border, color and pattern- Data Validation- Controls- Conditional formatting – Functions – Graphics – #Scenario – Goal Seek#.

UNIT - II FINANCIAL MODELLING FOR ACCOUNTING (15 Hrs)

Analyzing Performance: Profit and Loss, Balance Sheet, Ratios - Variance Analysis: Cash Flow Budgets, Monthly Cash Model, Flash Report and Graphics - #Breakeven Analysis# - Operating Leverage, Financial Leverage, Combined Leverage – Depreciation: Straight Line, Sum of Digits, Declining Balance, Amortization and Comparison.

UNIT - III FINANCIAL MODELLING FOR FINANCIAL MANAGEMENT (15 Hrs)

Cost of Capital: Capital Asset Pricing Model, Dividend Growth Model, Cost of Debt, Cost of Preference Shares, Weighted Average Cost of Capital, Marginal Weighted Average Cost of Capital - Capital Budgeting – Time Value of Money – #Capital Structure#.

UNIT - IV FINANCIAL MODELLING FOR INVESTMENT MANAGEMENT (15 Hrs)

Company Valuation: Assets, Adjusted Assets, Gordon's Growth Model, Market-based – Bond: Pricing, Yield Measures, Duration and Modified Duration, Convexity and Sensitivity, Portfolio Duration – #Portfolio analysis: Determining risk and return, expected portfolio return# – Risk Analysis: Risk adjusted rate, Variation, Standard Deviation, Coefficient of Variation.

UNIT - V FINANCIAL MODELLING FOR OPERATIONS RESEARCH (15 Hrs)

Linear Regression – Forecasting Models: Historic Forecasts, Trend lines, Data smoothing, Cyclicity and Seasonality – Linear Programming – Profit Maximization – Probability concepts – #Decision Tree Model#.

Self Study Portion

TEACHING PEDAGOGY: Lecture, Discussion and Presentation

REFERENCE BOOKS:

1. Sanjay Saxena, MS Office 2007 in a Nutshell, Vikas Publishing House, 2011.
2. Namrata Agrawal, Tally 9, Dream Tech Press, 2011.
3. Parameswaran, R. Computer Applications in Business, Sixth Edition, Sultan Chand & Company Ltd, 2012.
4. Tally accounting packages work notes.
5. Alastair L. Day, Mastering Financial Modelling in Microsoft Excel, Pearson 2nd Edition.
6. Ruzbeth J. Bodhanwala, Learning Financial Management Using Financial Modelling, Taxmann Allied Services Pvt. Ltd., 2003.
7. Alexis Leon, Mathews Leon, Computer Applications in Business, Vijay Nicole Imprints Private Limited, 2013

**SEMESTER IV: ELECTIVE
BANKING AND INSURANCE**

Course Code : 17MBA4CEF7
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To disseminate knowledge among the students inculcate their theoretical structures about banking and insurance.
- To train and equip the student's skills with which modern banking and insurance is run.
- To develop and inculcate the traits of Banking and Insurance professionalism amongst the students. Professional attire, professional communication skills and professional discipline will be inculcated.

OUTCOMES:

- After going through this course, the students are expected to develop a clear understanding and knowledge about the functioning of banking and insurance.
- Throughout the course, students will develop their understanding and expertise in various matters relating to operations of a commercial bank and Insurance companies.
- After completion of the course, students are expected to have good command understanding of banking system and insurance.
- The students are also expected to have better understanding of various activities of banking and insurance.

UNIT - I INTRODUCTION TO BANKING (15 Hrs)

Meaning of Bank and Banking – Functions of Bank – #Structure of bank in India – Classification of Banks – Private and Public sector banks #– Various Services – Credit creation – Sound lending policies – Role of RBI – Functions of RBI.

UNIT - II MONETARY POLICY (15 Hrs)

#Meaning of monetary policy – Objectives of monetary policy #– Tools of monetary policy – various rates & reserves like CRR – Repo Rates and Reserve Rate and their importance in the economic health of a Bank.

UNIT - III INTRODUCTION TO INSURANCE (15 Hrs)

Definition and Nature – #Evolution and Importance of Insurance# –Principles of Insurance - Demand for Insurance – Types of Insurance.

UNIT - IV GENERAL INSURANCE AND LIFE INSURANCE CONTRACT (15 Hrs)

Fire Insurance: Nature and uses – Kinds of Policies – Policy Characteristics – Motor Insurance – Personal Accident – #Health and Medical Insurance #- Life Insurance contract: Nature and Classification of Policies – Investment of Funds .

UNIT - V INSURANCE AS SOCIAL WELFARE AND SECURITY (15 Hrs)

Insurance as an Investment – Insurance and Taxation – Advantages and Disadvantages of insurance – #Retirement Planning – Pension Plans – Insurance Regulation and Development Authority (IRDA)#.

Self-study portion

TEACHING PEDAGOGY: Lecture, Assignments, Case study

REFERENCE BOOKS

1. K.P.M. Sundharam and P.N. Varshney, Banking Theory Law & Practice, Sultan Chand & Sons, New Delhi 20th Revised Edn. 2014
2. Gordon and Natarajan-Banking-Theory, Law and Practice-Himalaya Publishing House, Mumbai. 1st edition 2014
3. Mishra & mishra, Insurance: Principles and practices,S. Chand Publishing, 2015
4. Bare Acts-RBI Act,1934-BR Act,1949-Insurance Act1938
5. Gopalakrishnan, C., Insurance Principles & Practices, Sterling Publishers, 1993.

**SEMESTER IV: ELECTIVE
INTERNATIONAL FINANCE**

Course Code : 17MBA4CEF8
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: The objective of this paper is to give students an overall view of the international financial system and how multinational corporations operate.

OUTCOME: After this course the students will be familiar with

- Exchange rate determination and how firms can manage their exchange rate risk and capitalize on anticipated exchange rate movements.
- Enhanced ability to manage the translation exposure, transaction exposure and economic exposure
- Analyze and determine cost of capital and multinational capital budgeting to enable firms to make informed investment decisions.
- Possess good knowledge on documentation involved in Foreign Trade.

UNIT - I INTRODUCTION (15 Hrs)

The International monetary system; Balance of payments, exchange rates; the basic equations; foreign exchange markets; Exchange Rate Quotations & Arbitrage; Forward Quotations; foreign exchange risk; #Exchange Rate Regimes and Foreign Exchange Market in India#.

UNIT - II FOREIGN EXCHANGE EXPOSURE & RISK (15 Hrs)

Exposure & Risk: Classification of Foreign Exchange Exposure and Risk; #Measuring and Management of Transaction, Translation and Economic Exposure#; Exchange Rates & Quotation, Interest Rates, Inflation Rates & Exposure; Currency Trading.

UNIT - III CASH & SHORT TERM FINANCIAL MANAGEMENT (15 Hrs)

Multinational Management, Accounts Receivable Management, Inventory, #Short Term Financing#.

UNIT - IV INTERNATIONAL CAPITAL BUDGETING (15Hrs)

Introduction – NPV approach – Adjusted PV framework – Determining cost of capital – #International Capital Asset Pricing Model#.

UNIT - V DOCUMENTS RELATING TO FOREIGN TRADE (15 Hrs)

#INCO Terms – Export Trade Documents#- Letters of Credit - Bill of lading, Commercial invoice, Insurance Certificate, Consular Invoice - Export Declaration Forms - Government Organizations – Promoting Exports – Import Licensing – Export Incentives – Marketing Assistance – Advance License – Export Promotion.

Self study portion

TEACHING PEDAGOGY: Lecture, Case Study, Assignment and Seminar.

REFERENCE BOOKS:-

1. Apte. P.G, International Financial Management, (7ed) Tata McGraw Hill, New Delhi, 2014
2. Alan P Shapiro, “Multinational Financial Management”, PHI Publication, New Delhi.
3. Resnick. G. Bruce and Eun Cheol S. International Financial Management. (9 ed.), Tata McGraw Hill, New Delhi, 2012.
4. Vyuptakesh Sharan, International Financial Management, (8 ed) PHI, New Delhi.
5. Jain. P. K. Josette Peyrard and Surendra S. Yadav, International Financial Management, Trinity Publishers, 2013.

**SEMESTER IV: ELECTIVE
FINANCIAL SERVICES**

Course Code : 17MBA4CEF9
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To learn the various financial services and their role in the overall financial system.

OUTCOME: Good knowledge on financial services activities in the money market and capital market

UNIT - I INTRODUCTION (15 Hrs)

Financial System and Financial Markets; Participants in Financial Markets; Financial Services – Types - #Fund based and Fee based financial service # - Regulatory framework for Financial Services- Growth of Financial Services in India

UNIT - II IPO –RELATED SERVICES (15 Hrs)

IPO-Role of SEBI-Methods-ASBA- Book Building – Concept, Characteristics, Process- -Demat-Role of NSDL and CDSL-Credit Cards- Debit Cards- Smart Card-Credit Rating- #CIBIL # -Role of Payments Banks.

UNIT - III HIRE PURCHASE & LEASING (15 Hrs)

Commercial Bill Financing; Consumer Finance – Types, Mechanics & Sources; Hire Purchase Finance; Lease Financing, Types of Lease; Lease Vs Hire Purchase Evaluation; Factoring and Forfeiting- #Evaluation of Leasing Option Vs. Borrowing.#

UNIT - IV MERCHANT BANKING and MUTUAL FUNDS (15 Hrs)

Merchant Banking – Functions and Regulatory Framework; Mutual Funds – Products / Schemes- Types- Functions of Asset Management Company (AMC)-AMFI- #Role of Merchant Bankers in Issue Management#

UNIT - V SECURITISATION & VENTURE CAPITAL (15 Hrs)

Securitisation – Meaning, Features and Needs; Asset Securitisation-Special Purpose Vehicle(SPV) – Mechanism; Underwriting of Securities – Mechanics & Underwriting Agencies- Venture Capital; Infrastructure Financing; Housing Finance Services- #Recent developments in the financial Services sector#

Self study portions

TEACHING PEDOGOGY: PPT, Case Analysis, Reports Discussion.

REFERENCE BOOKS

1. Dr.Gurusamy.S, Financial Services and Markets, Thomson Publishers.
2. Avadhani.V.A., Marketing of Financial Services, Himalayas Publishers, Mumbai
3. Khan M.Y., 'Financial Services', Fourth Edition, Tata McGraw Hill Education Private Ltd, 2008.
4. Khan M.Y., 'Indian Financial System', Fourth Edition, Tata McGraw Hill Education Private Ltd.
5. Vasant Desai, 'Indian Financial System', Himalaya Publishing House.
6. Gordon and Natarajan, 'Financial Markets and Services', Himalaya Publishing House.
7. Dr.Gurusamy.S, Merchant Banking & Financial Services, Thomson Publications.
8. Dr.ShakilaBanu M.A, Finance and Securities Market in India,Abhijeet Publications, New Delhi,2011.

**SEMESTER IV: ELECTIVE
TAXATION**

Course Code : 17MBA4CEF10
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To train and equip the students with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

OUTCOME: After completing this course, the students can able to understand the concepts

- The basics of taxation, Objectives of Tax Management
- Tax on Individual Income, Computation and Returns of tax under the heads of Salaries
- Corporate Income Tax
- Wealth tax on closely held companies
- Central Excise Act 1994, VAT, GST

UNIT – I INTRODUCTION OF TAX MANAGEMENT (15 Hrs)

Canons of Taxation-Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, #Tax Planning#, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

UNIT - II TAX ON INDIVIDUAL INCOME (15 Hrs)

Tax on Individual Income – Computation of tax under the heads of Salaries- Tax deductible at source-Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax-#Avoidance of Double Taxation Agreements. #

UNIT - III CORPORATE INCOME TAX (15 Hrs)

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. #Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review. #

UNIT - IV WEALTH TAX (15 Hrs)

Wealth tax on closely held companies; #Valuation of assets#; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

UNIT - V CENTRAL EXCISE AND CUSTOMS ACT (15 Hrs)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning- VAT – Meaning, Procedures under VAT,# Determination of value of goods under VAT.#-Meaning of GST-Benefits - Types of GST proposed in India-Rateof GST.

(Theory-80% and Problems-20%)

Self Study Portion

TEACHING PEDAGOGY: Lecture, Case Discussion, Quiz, Role Plays, Seminar Presentation, Assignment

REFERENCE BOOKS

1. Singhania V K - Direct Taxes, Law & Practice (For the current assessment year)
2. Monaharan.T.N. Direct Tax Laws, Snow White.(assessment year 2017-18)-January 2017 Edition
3. Girish Ahuja & Ravi Gupta, Systematic Approach to Income Tax & Central Sales Tax, Bharat Law House. (Assessment year 2017-18)-37th Edition
4. Central Excise Rules & Forms, Taxmann, Taxmann Publications. As Amended by Finance Act 2016
5. Indirect Taxes: Law & Practice, (2016), Taxmann, Publications Edition assessment year 2016- 17&2017- 18

**SEMESTER IV: ELECTIVE
HR ANALYTICS**

Course Code : 17MBA4CEH6
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

The first step you take is always the hardest, but it's next to impossible if you don't know what the first step is. Here student will learn how to get started with HR analytics. HR Analytic makes students to utilize effectively the available tools and techniques and transform Human Resource.

OUTCOME:

- Describe the major methods of employee data collection used by companies and understand how this data can inform decision making
- Describe the main tools used to predict employee behavior and identify the appropriate uses for each tool
- Communicate key ideas about HR analytics and how the field informs Management about business decisions
- Ways to identify the right channels to recruit employees or team members
- Right strategy to predict what people will leave in the near future and how to make sure some of them stay

UNIT - I INTRODUCTION TO PREDICTIVE ANALYTICS (15 Hrs)

What Is Analytics?—Introducing HCM:21_—The Value of - Insight—The Plan The Language of Metrics and Analytics—Ascending the Value Ladder—The Power of Analytics— #The Model for Predictive Management #

UNIT - II THE NEW FACE OF WORKFORCE PLANNING (15 Hrs)

Human Resources versus Human Capital Planning—Jumping Ahead of the Competition

UNIT - III SCAN THE MARKET, MANAGE THE RISK (15 Hrs)

The Big Picture - The Value of Statistical Analysis—The Importance of Risk Assessment—The Data Speak for #Predictive Management #—Ready, Aim, Begin

UNIT - IV HUMAN RESOURCE PROCESS (15 Hrs)

Any Process: Input, Output, Throughput—Process Analysis for Human Resources—A Broader Future View— #The Integration of HR Services #

UNIT - V DATA INTO BUSINESS INTELLIGENCE (15 Hrs)

Just What Are Metrics?—Avoiding Common Metrics Mistakes—Second-Generation Metrics: Benchmarking—Third- Generation Metrics: Predictive Analytics That Yield Business Intelligence— #Business Intelligence: The Ultimate Goal—At the End of the Day #

#Self study portion

TEACHING PEDAGOGY: Lectures, group discussions, assignments, statistics Lab and Case study Discussions

REFERENCE BOOKS

1. Jac Fitz-enz, The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, AMACOM, 2010
2. John W. Boudreau, Ravin Jesuthasan, Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage - by John Wiley & Sons, 2011

**SEMESTER IV: ELECTIVE
INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Course Code : 17MBA4CEH7
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE

The objective of this paper is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organisations. It also exposes the application and operationalization of human resource management principles and practices more relevant to the emerging knowledge economy.

To enable learners to develop a critical analysis and appraisal of the principles and practices which influence the development and implementation of International Human Resource Management (IHRM).

OUTCOMES

- Diagnose and explain the factors that influence the success or otherwise of an international expatriate assignment.
- Understand the international human resource management strategies and practices developed and implemented by organizations operating on a global basis.
- Critically assess and evaluate the cultural impact on IHRM strategies and practices in the organizational setting.
- Communicate knowledge and understanding of key concepts in a clear and concise way.

UNIT - I OVERVIEW (15 Hrs)

Globalization - Human Development - A human right. Overview of knowledge Economy and management. - Knowledge Management - What is knowledge Tapping the Tacit Knowledge. Knowledge work and knowledge workers, Characteristics of knowledge workers - measuring knowledge - Human Resources and Knowledge Management - strategic Human Resource Management, #Measuring Human resource Effectiveness#.

UNIT - II APPROACHES (15 Hrs)

Learning: Approaches to the learning organisation managing innovation and creativity, barriers to learning, managing Failure and success. #Bench marking against best practices. Adopt, adopt or reject#, Mentoring, sharing knowledge, learning, corporate university, Role of Human Resources in facilitating.

UNIT- III IDENTIFICATION OF COMPETENCIES (15 Hrs)

Attracting Talent - From left brain to right, call for competencies. Identification and measurement of competencies, recruitment practices, selection practices, designing recruitment strategies around core, contrast and casual employees, #retailing talent#, aligning organizational goals with employee needs, managing careers selective retention.

UNIT - IV PERFORMANCE DEVELOPMENT (15 Hrs)

Creating performance development systems - performance appraisal - #performance development, Fairness in appraisal# - Managing negative emotions - Coaching - prerequisite for effective performance development, Team appraisal, Multi store assessment - emerging practices- Creating reward systems - Limitations of traditional framework, Grading- How much to pay, pay for performance - The way to go.

UNIT - V MULTINATIONAL CONTEXT (15 Hrs)

Managing people in a multinational context - Introduction - Structural frame work of cross cultural analysis - cross cultural validity of management trends - HRM in an international context - functional implications of international HRM - #managing diversity#.

#Self study portion

TEACHING PEDAGOGY

Lectures, tutorials, and interactive group work.

REFERENCE BOOKS

1. Adler, N.J., International Dimensions of organisational behavior, Kent Publishing, 1991.
2. Mohan Thite, Managing people in the new economy response books, a division of saga publications, New Delhi 2004.
3. Berlett, C and Ghoshal, S. Transactional Management; text, cases and readings in cross border management, Chicago, Irwin, 1995
4. Dr. M. Victor Louis Anthuvan. The Dynamics and the Impact of Globalisation, Amirtham Publications, Madurai.
5. Dowling P.J. etc. International Dimensions of Human resource Management. 2nded. California, Wordsworth, 1994.
6. Hofstede, G. Cultures Consequence; International Differences in work Related Values. London, Sage, 1984.
7. Marcic, D and Puffer, S.M. Management International; cases, Exercises and Readings. St. Paul, West Publishing, 1994.
8. Mead R. International Management; Cross Cultural Dimensions, Blackwell, Camb., Mass., 1994.
9. Mendenhall.M etc., Global Management, Cambridge Massachusetts., Blackwell, 1995.

**SEMESTER IV: ELECTIVE
PERFORMANCE MANAGEMENT**

Course Code : 17MBA4CEH8
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

Performance Management is the most critical function for all organizations intending to enrich the worth of human capital and delivering profits to different stakeholders. The objective of this course is to provide the students with the theoretical framework. Adequate emphasis is on learning the application of concepts to become an effective appraiser.

OUTCOME:

Students are able to familiarize the perspectives of performance management, various methods of performance appraisal, measurement and communication of performance, implementation of performance management system, potential appraisal, competency mapping process and HR score board.

UNIT - I INTRODUCTION (15Hrs)

Performance Management-objectives, scope and benefits, Job role and competency analysis, Goal setting process, Organizational, functional and individual Key result areas, #Key performance indicators#.

UNIT - II TECHNIQUES OF PERFORMANCE MANAGEMENT (15 Hrs)

#Performance appraisal methods: traditional & modern –Management by objectives (MBO), Balance Score Card (BSC), Behavioral Observation Scales (BOS),# assessment centers, Multirater assessment, Potential appraisal, Documentation and appraisal communication, appraisal interview, feedback, Performance coaching.

UNIT - III MEASUREMENT AND COMMUNICATION (15 Hrs)

Measuring performance – objectives, measurement approaches – traits, behavior, results based, types, measurement issues, Performance communication – #formal & informal methods#.

UNIT - IV IMPLEMENTATION (15 Hrs)

Developing, implementing and maintaining Performance Management System (PMS), Performance improvement and performance management discipline, #PMS in public and private organizations#.

UNIT - V COMPETENCY MAPPING (15 Hrs)

#Competency mapping – concept, competency mapping process & models#, competency assessment personal competency framework, Core competencies, People Capability Maturity Model (PCMM) – concept, benefits, HR score card.

#Self study portion.

TEACHING PEDAGOGY: Case Study, Seminar and Group discussion

REFERENCE BOOKS

1. UdaiPereekh, Rao T.V., Designing and managing Human Resource Systems, oxford publications.
2. Suri G.K., Venkataraman.C.S.,Gupta.N.K., Performance measurement and management, Excel Books Pvt Ltd.
3. Sahu R.K., Performance Management System, Excel Books Pvt Ltd.
4. PayalUpadhay, TulsiGoswami, Performance Management and Retention Strategies, RBD Professional Publications, Jaipur.
5. Premchada, Performance Management: it is about performance – Not just appraising Macmillan, New Delhi, 2003 Reprint 2005.
6. Rao TV., HRD Score card, Sage Publications.
7. Rao TV Performance management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi 2004.
8. Herman Aguinis, Performance measurement, Pearson education.
9. SeemaSanghvi , Competency mapping, Response books, New Delhi.

**SEMESTER IV: ELECTIVE
MANAGERIAL BEHAVIOUR AND EFFECTIVENESS**

Course Code : 17MBA4CEH9
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: To impart students

- To understand the role of managers, effective and ineffective behavior of managers and managing the boss.
- To assess management talents, selection and recruitment process, motivation techniques and competency mapping.
- To impart knowledge on managerial effectiveness, measuring the same and effective manager as an optimizer.

OUTCOMES: Upon completion of this course, students will be able to

- Design managerial jobs and measures the effectiveness.
- Plan career management, do selection and recruitment of employees.
- Explain the current industrial and government practices in the management of managerial effectiveness.
- Understand organizational climate leadership roles, empower employees.
- Create Six sigma organization effectiveness.

UNIT - I MANAGERIAL JOB (15Hrs)

Defining dimensions of managerial jobs - methods - Models - Time dimensions in managerial jobs - Effective and ineffective job behavior - Functional and level difference in managerial job behavior – Managing the Boss – #Managing Political Issues#.

UNIT - II DESIGNING THE MANAGERIAL JOB (15Hrs)

Identifying managerial talent - Selection and recruitment - Managerial skills development - pay and rewards - Managerial motivation - Effective management criteria - performance appraisal measures - balanced scoreboard - Feedback – Competency Mapping - Career management – #Career Stages - current Practices# – Neuron – #Linguistic Programme#.

UNIT - III MANAGERIAL EFFECTIVENESS (15Hrs)

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 – #Quality Circle#.

UNIT - IV ENVIRONMENTAL ISSUES (15Hrs)

Organizational processes - Organizational climate-Leader-Group influences -Job challenge - Competition - Managerial styles – #Employee Empowerment#.

UNIT - V ORGANISATIONAL EFFECTIVENESS (15Hrs)

Organizational Life Cycle – #Organization Mirroring – Organizational Learning# – Six Sigma – Organizational Effectiveness – Perspective – Approaches – Factor Influencing OE – Organizational Mirroring – Fostering Creativity.

Self study portion.

TEACHING PEDAGOGY: Activity based learning, Assignments, Case study, Role play.

REFERENCE BOOKS

1. Peter Drucker, 'Management', Harper Row, 2000.
2. Daft R.L., Willmott Murphy H., Organizational Theory and Design, 2010.
3. Milkovich and Newman, 'compensation', McGraw-Hill international, 2000.
4. Blanchard and Thacker, 'effective Training Systems, Strategies and practices' Pearson 2005.
5. Dubin, Leadership, 'Research Findings, Practices & skills', Biztantra, 2005.
6. Mathis Jackson Human, 'resource Management', Thomson Southwestern, 2005.

**SEMESTER IV: ELECTIVE
HUMAN RESOURCE DEVELOPMENT**

Course Code : 17MBA4CEH10
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To understand the evolution of HRD, the functions of HRD, Linkage of HRD with organizational goals and strategies
- To recognize the roles and competencies of HRD professionals
- To understand the frame work of Human Resource Development
- To identify the content, outcomes and the process of HRD applications
- To evaluate and understand diversity issues and their impact on organizations and HRD

OUTCOMES:

At the end of the course the students should be able to :-

- **Recognize** and **illustrate** a general overview and principles of the HRD field
- **Develop** the training program incorporating the stages of needs analysis, selection of resources and techniques and evaluation
- **Identify** the implications and consequences of HRD efforts in organizations

UNIT - I INTRODUCTION (15Hrs)

Introduction to Human Resource Development: Meaning, definition of HRD, Evolution of HRD, Relationship with HRM, Human Resource Development functions, Roles and competencies of HRD professionals, #Challenges to organization and HRD professionals#.

UNIT - II FRAME WORK OF HUMAN RESOURCE DEVELOPMENT (15Hrs)

HRD processes, Assessing HRD needs, the HRD model, Designing effective HRD program, HRD interventions, Creating HRD programs, Implementing HRD programs, training delivery methods, #Evaluating HRD programs#, assessing the impact of HRD programs.

UNIT - III HUMAN RESOURCE DEVELOPMENT APPLICATIONS (15Hrs)

Fundamental concepts of Socialization, models of socialization, Realistic job review, Assessment, determination and evaluation of Orientation programs. Coaching- need, coaching and performance management, skills for effective coaching, Employee counseling and wellness services – #Counseling as an HRD activity#.

UNIT - IV HRD STRATEGIES FOR COMPETITIVE ADVANTAGE (15Hrs)

Organizational strategies based on human resources, productivity as an HR based strategy, Quality and services as HR based strategies. Management of Human resource surplus and shortage- #Work force reduction and realignment#, downsizing and outplacement services, HR performance and bench marking, retention of Human resources, and competency based pay.

UNIT - V HRD AND GLOBALIZATION (15 Hrs)

Globalization of business and their impact on HRD- Diversity of work force, Discrimination, Equal employment opportunity, managing diversity and diversity training, HRD programs for diverse employees. Global assignment management- #Staffing global assignment#, Pre-departure orientation and training, Expatriate & Repatriate support and development, International compensation.

Self study portion

TEACHING PEDAGOGY: Lectures, group discussions, Role Play, Role Analysis, exercises and assignments

REFERENCES BOOKS

1. Randall S. Schuler, Susan E. Jackson, Strategic Human Resource Management: Blackwell Publishing.
2. Jon M. Werner & Randy L. DeSimone, "Human Resource Development", Thomson-South Western, 4th edition, 2007.
3. Robert L. Mathis & John H. Jackson, "Human Resource Management", Thomson-South Western, 10th edition, 2005.
4. Silvera D.M., Human Resource Development; The Indian Experience, New India Publication, 1988, New Delhi.
5. Gilley, J. W; Boughton, N.W & Maycunich, A. (1999). The performance challenge: Developing management system to make employees your organization's greatest asset, Reading, MA: Perseus Books.
6. Kossek, E.E., & Lobel, S.A. (Eds). (1996). Managing diversity: Human resource strategies for transforming the workplace. Cambridge, MA: Blackwell Publishers.
7. Kirkpatrick D.L., (Ed). How to Manage Change Effectively – San Francisco: Josseybass, 1985.
8. Rao T.V., Udai Pareek., Developing and Managing Human Resource System, Latest Edition.

**SEMESTER IV: ELECTIVE
SOFTWARE PROJECT MANAGEMENT**

Course Code : 17MBA4CES6
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE

The course objective is to introduce students to the basic concepts and techniques of Software Engineering and Project Management, with a focus on applications to business organizations and their software development efforts. Be familiar with the different methods and techniques used for project management.

OUTCOMES

- Students will have good knowledge of the issues and challenges faced while doing the Software project Management and
- Will also be able to understand why majority of the software projects fails and how that failure probability can be reduced effectively.
- Will be able to do the Project Scheduling, tracking, Risk analysis, Quality management and Project Cost estimation using different techniques

UNIT - I PROJECT MANAGEMENT FRAMEWORK (15Hrs)

Overview of project Management, Project Organization, Planning a s/w project, Project management life cycle, #Risk management, Identification of Risks, Risk Analysis#, Risk Planning & Monitoring.

UNIT - II SOFTWARE PROJECT ESTIMATION (15Hrs)

Project Estimation, Different methods of estimation (COCOMO model, Delphi cost estimation etc.), Function point analysis. Project Management Tools & Techniques: PERT & Gantt Charts, #Introduction to Microsoft Project Software Quality #

UNIT - III QUALITY AND TESTING (15Hrs)

Quality Assurance & Standards, Quality Planning, Quality control, Role of testing in Software, development, #Testing Procedure#, Defect Management. Configuration Management (CM): CM planning, Change, Management, Version and Release, Management, Configuration, Management Tools.

UNIT - IV S/W TEAM MANAGEMENT (15Hrs)

Characteristics of Performance management, High performance Directive and, collaborative styles, Team Structure, Team Communication, Managing customer expectations, #Group Behavior – Documentation#.

UNIT - V ROLE OF USER IN PROJECTS (15Hrs)

User role in project management, User role in various stages of S/W, Development, #User role in System implementation#.

#Self study portion

TEACHING PEDAGOGY: Readings, lectures, group discussions, exercises, and assignments

REFERENCES BOOKS

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.
3. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
4. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
5. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)
6. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
7. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007

**SEMESTER IV: ELECTIVE
CYBER LAWS**

Course Code : 17MBA4CES7
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course is aimed to develop an Understanding on the Legal Provisions of Information Technology Act, 2000 and the Case Law and Practical Ramifications of the Act.

OUTCOMES:

- At the end of the course the students should be able to understand the traditional concepts of cyber laws
- Conceptual understanding of the given topics and ability to apply them in practical situations.

UNIT - I INTRODUCTION (15 Hrs)

Genesis, Object, Scope of the Act; Encryption – Symmetric Cryptography – Asymmetric Cryptography – RSA Algorithm –# Public Key Encryption#.

UNIT - II DIGITAL SIGNATURE (15 Hrs)

Technology Behind Digital Signature – Creating a Digital Signature – Verifying a Digital Signature – Digital Signature and PKL – Digital Signature and the Law. E – Governance and IT Act 2000: Legal Recognition of Electronic Records – Legal Recognition of Digital Signature – #Use of Electronic Records and Digital Signatures in Governance and its Agencies#.

UNIT - III CERTIFYING AUTHORITIES (15 Hrs)

Need For Certifying Authority and Powers – Appointment, Function of Controller – Who Can be a Certifying Authority? – Digital Signature Certifications – Generation, Suspension and Revocation of Digital Signature Certificate. Cyber Regulations Appellate Tribunal : Establishment & Composition of Appellate Tribunal – Powers of Adjudicating officer to Award Compensation –# Powers of Adjudicating officer to Impose Penalty#.

UNIT - IV DOMAIN NAME DISPUTES AND TRADEMARK LAW (15 Hrs)

Concept of Domain Names – New Concepts in Trademark – #Jurisprudence# – Cyber-squatting, Reverse Hijacking, Meta tags, Framing, Spamming – Jurisdiction in Trademark Dispute.

UNIT - V CYBER CRIMES (15 Hrs)

Tampering with Computer Source Documents – Hacking with Computer System – Publishing of Information which is Obscene, in Electronic Form – Offences Related to Breach of Confidentiality & Privacy – #Offences Related to Digital Signature Certificate#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation, Assignment

REFERENCE BOOKS:

1. Farooq Ahmad, Cyber Law in India – Pioneer Books.
2. Vakul Sharma, Information Technology Law and Practice, Universal Law Publishing Co.Pvt.Ltd.
3. Suresh T. Vishwanathan, The Indian Cyber Law, Bharat Law House New Delhi.
4. Rodney D. Ryder, Guide to Cyber Laws, Wadhwa and Company Nagpur.
5. The Information Technology Act,2000 – Bare Act – Professional Book, Publishers – New Delhi.
6. Bakshi P.M., & R.K.Suri R.K., Hand Book of Cyber & E-commerce Laws, Bharat Law House New Delhi.

**SEMESTER IV: ELECTIVE
ADVANCED MS EXCEL FOR MANAGERS**

Course Code : 17MBA4CES8
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course aims to Familiarize Students with Basic to Intermediate Skills for Using Excel in Business Applications and also to facilitate students to Gain Proficiency in MS Excel Utilities and in Creating Solutions for Data Management and Reporting.

OUTCOME: After this course completion, the students will be able;

- To calculate with advanced functions and formulas,
- To organize worksheet and table data using multiple techniques,
- To create and modify charts and graphs,
- To analyze data using Pivot Tables and Pivot Charts, Insert graphic objects,
- To audit worksheets, analyze data, work with multiple worksheets and workbooks and Import and export data in Excel.

UNIT - I INTRODUCTION (15Hrs)

Understanding Workbook and Worksheets - Moving around Worksheets – Ribbon Tabs- Types of Data – Entering and Editing Worksheet Data - Format Text in a worksheet - Format numbers in a worksheet – Essential Worksheet Operations – Understanding Cells and Ranges- Name Manager – Tables - Sorting and Filtering data an Auto Filter- Key Board Shortcuts - Print a Worksheet - #Using Print Preview and Other Utilities#.

UNIT - II FORMULAE AND FUNCTIONS (15 Hrs)

Understanding Formulas and Functions - #Using Functions in Formulas# -Working with Dates and Times - Creating Formulas that Manipulate Text: Upper, Proper, Lower, Concatenate, Text to Column –Creating formulas that lookup values: VLook up, HLook up, Match and Index.

UNIT - III CREATING FORMULAE FOR FINANCIAL APPLICATIONS (15 Hrs)

Loan Calculations: PMT, PPMT, IPMT, RATE, NPER, PV - Investment Calculations: Single Deposits, Series of deposits, Simple Interest, Compound Interest, - Depreciation Calculations: SLN, DB, DDB, SYD, VDB – Balance sheet; Charts and Graphics: Working with Charts, Chart types, Learning Advanced Charting - Visualizing Data Using Conditional Formatting - #Creating Spark line Graphics#.

UNIT - IV ADVANCED EXCEL FEATURES (15 Hrs)

Using Custom Number Formats: Format cells window, Number Formatting, Creating custom number formats, Custom number format examples; Using Data Validation: Validation criteria and its types, creating drop-down list, using formulas for data validation rules, data validation formula examples; Protecting Your Work: Worksheet protection, Work book protection, #VB project protection#;

UNIT - V ANALYZING DATA WITH EXCEL (15 Hrs)

Pivot Tables: Creating Pivot tables, Analyzing Data with Pivot Tables; Spreadsheet What-If Analysis: Manual what-if analyses, creating data tables, Using Scenario Manager; Analyzing Data using goal seeking - Analyzing Univariate Data with the Analysis Tool Pak: Anova, Correlation, Covariance, Descriptive Statistics, F-test , Histogram, Moving Average, Random Number Generation, Rank and Percentile, Regression, #Sampling, t-Test, z-Test#.

#Self-study portion

TEACHING PEDAGOGY: Lecture, Practical sessions.

REFERENCE BOOKS:

1. John Walkenbach, Excel 2010 Bible (with CDROM), John Wiley and Sons.
2. Bill Jelen, “Microsoft Excel 2010 In Depth”, QUE publishing
3. Gary B. Shelly , Jeffrey J. Quasney “Microsoft Excel 2010: Complete”, Cengage Learning, Boston

**SEMESTER IV – ELECTIVE
DECISION SUPPORT SYSTEM**

Course Code : 17MBA4CES9

Hours/week : 5

Credits : 4

Max Marks: 100

Internal Marks: 25

External Marks: 75

OBJECTIVE: The course aims to provide the fundamental terms, concepts and theories associated with Decision Support Systems, computerized decision aids, expert systems, group support systems and Executive Information Systems.

OUTCOME: After taking this course, the students will be able;

- To describe different kinds of decision support systems and their function,
- To describe how decision support systems can be used in different kinds of organizations,
- To analyze a typical decision situation in market,
- To apply relevant theory in order to evaluate different alternatives and
- To evaluate the impact decision support systems on organizational operations.

UNIT - I INTRODUCTION (15 Hrs)

Managerial Decision Making - Decision Making Process – Problem Solving Techniques – Decision Styles – Critical Success Factors -# Attributes of various Computer Based Information System #.

UNIT - II DECISION SUPPORT SYSTEM (DSS) (15 Hrs)

DSS: An overview- Scope of DSS-Characteristics and Capabilities of DSS – Components of DSS- Classification of DSS – #DSS Applications#.

UNIT - III DBMS AND MBMS (15 Hrs)

Database Management system: Sources of Data – Data file environment – Database environment- Data dictionary. Model Base Management System: Introduction to Modeling – The Modeling process-#Types of Models#-Treating certainty, uncertainty and Risk-Simulation.

UNIT - IV DGMS AND DSS CONSTRUCTION (15 Hrs)

DGMS: User interface-Graphics-Dialog process-#DSS tools#-DSS Construction: Steps in designing DSS-Identification of decision, building of DBMS, building of MBMS, building of DGMS – Implementation – Performance testing.

UNIT - V EXECUTIVE INFORMATION SYSTEM AND EXPERT SYSTEM (15 Hrs)

EIS: Need for EIS - Characteristics and capabilities of EIS-#EIS Implementation decisions#.

ES: Need for ES - Types of ES- Structure of ES -Benefits and Limitations of ES

self-study portion

TEACHING PEDAGOGY: Lecture, Discussion, Case Analysis and Presentation

REFERENCE BOOKS:

1. Efraim Turban, Ramesh E Sharda, Dursun Delen, “Decision Support and Business Intelligence Systems”, Pearson.
2. Peter and keen G.W., “ Decision system an organizational perspective”, Addison Wisely
3. Lotfi, “Decision Support System and Management”, McGraw-Hill Inc., International Edition, New Delhi.
4. Maraks, “Decision Support System”, Prentice Hall International , New Delhi
5. James A.O’brein ‘Management information systems’, Tata McGraw-Hill, New Delhi.

**SEMESTER IV: ELECTIVE
E-COMMERCE**

Course Code : 17MBA4CES10
Hours/week : 5
Credits : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVES: This course aims to provide the basic concepts of e-commerce and also enable them to understand the requirements and applications of e-commerce.

OUTCOME: After taking this course, the students will be able;

- To understand the compressive industry frame work of online commerce,
- To gain deeper understanding on business models of ecommerce,
- To design strategies for web site development based on industry and organizational need
- To conduct online transaction over web portal in secured way,
- To analyze different types of portal technologies and deployment methodologies commonly used in the industry and
- To analyze real business cases regarding their e-business strategies and transformation processes and choices.

UNIT - I INTRODUCTION (15 Hrs)

Overview of E-commerce - Forces fueling e-commerce- Industry framework - Advantages and Disadvantages - Managerial perspectives, Rules and Regulations of e-commerce – #Business Applications of E-commerce#.

UNIT - II BUSINESS MODELS OF E-COMMERCE (15 Hrs)

Model Based on Transaction Type - Model Based on Transaction Party - B2B - B2C- B2G- #Other Models of E-commerce#.

UNIT - III WORLD WIDE WEB (15 Hrs)

Introduction - Life cycle of Site building - Web site strategies - Web site design principles and Criteria - Website Evaluation and Usability Testing - #Role of website in ecommerce#.

UNIT - IV SECURITY ISSUES (15 Hrs)

Security Risk of E-commerce – Types and Sources of Threats - Fire walls and Network Security - Types of Fire walls - Firewall security policies; Digital Identity and Electronic Signature - Cryptography: Secret key encryption - Public key encryption - #Implementation and Management Issues#.

UNIT - V ELECTRONIC PAYMENT SYSTEMS (15 Hrs)

Electronic Checks – E-cash - Credit card -Debit card - Smart card - #e-wallet - Risk Management options#.

Self study portion

TEACHING PEDAGOGY: Lecture, Discussion, Case Study and Presentation

REFERENCE BOOKS:

1. Ravi Kalakota and Andrew B.Whinston 'Electronic Commerce - A Manager's Guide', Addison Wesley Longman.
2. David kosiur, 'Understanding Electronic Commerce' - Microsoft Press.
3. Elias.M. Awad, 'Electronic commerce', Prentice Hall-India
4. C. S.V. Murthy, 'e-commerce', Himalaya Publishing House, New Delhi.
5. Bharat Bhaskar, ' Electronic commerce- framework, technologies and applications', Tata McGraw Hill Education Private Ltd., New Delhi
6. Sandeep Krishnamurthy, 'E-commerce Management - Text and Cases', Thomson learning.
7. Diwan, Praq and Sunil Sharma, 'Electronic Commerce-A Manager's Guide to E-Business', Vanity Books International, New Delhi.

**SEMESTER IV: ELECTIVE
SIX SIGMA**

Course Code : 17MBA4CESCM6
Hours/week : 5
Credit : 4

Max Mark:100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To provide a comprehensive understanding of six sigma
- To introduce the six sigma methodology and philosophy
- To learn how to manage change and sustain benefits
- To learn how to listen and map customer requirements

OUTCOMES:

After having learned this course the students will be able

- To understand the fundamentals of Six sigma
- To aware of models to implement six sigma
- To understand and apply six sigma impact measurement
- To know six sigma in non-manufacturing environments

UNIT - I ENTERPRISE WIDE DEPLOYMENT (15 Hrs)

Six Sigma and Lean: Brief history of performance initiatives- Quality Control - TQM - Cost of Quality - Customer quality Management - SPC - Reengineering - Six Sigma - Theory of Constraint - Lean manufacturing. Business Process Management: Introduction to Six Sigma-As a metric - As a methodology - #As a management System. Six sigma Evolution and approach Lean as a Business Management Strategy - Key elements of lean. Types of lean initiatives - Implementing lean initiatives#

UNIT – II DMAIC MODEL FOR IMPLEMENTING SIX SIGMA (15 Hrs)

Define: Project Selection - Developing the team - DMAIC & DMADV - Deliverables - Tollgate Questions Measure: Determining X variables - Cause and Effect Diagram & Matrix - Overview of MSA - Data Collection Plan – Forms - Baselineing the y data - DPMO - Capability Indices - COPQ - Yield - Tollgate Questions Analyze- Tools for identifying Root Causes: Histogram - Boxplot - Scatter Plot - Matrix Plot - # DotPlot - Run Chart - Multi-Vari Chart - 5 Why's #

UNIT - III DMAIC MODEL - IMPROVE AND CONTROL (15 Hrs)

Improve: Generating Solutions - Random Stimulation - Six Thinking Hats - Mind Mapping - Challenge Assumptions - Decision Making Tools for Selecting Solutions – Pairwise Ranking - Solution Matrix - Force Field Analysis - Costs and Benefits - Pilot Plan - Potential Problem Analysis – Mistake Proofing - Risk Assessment Matrix and Control Assessment Matrix - FMEA - Contingency Plan - Verification Plan - Tollgate Questions - Control: Solution Planning - Process Control Plan - Review Meetings - #Updated flowcharts & procedures - Control Charts - Out Of Control Action Plan - Project Conclusion Activities#

UNIT - IV SIX SIGMA IMPACT MEASUREMENT (15 Hrs)

Financial and Performance measurement: Lack of Clear Goals and Metrics linked to Measurable Business Goals - Mismatches between Traditional Accounting and Improvement Campaigns. Metrics That Impact – Revenue Growth - Cost Savings - Productivity Improvement - Reduced Cost of Poor Quality - Cash Flow Improvement - Faster product / service cycle times - #Freed up engineering and /or sales / service time - Freed up other indirect time #- Cost avoidance savings. Seven Elements of Six Sigma Scorecard

UNIT – V SIX SIGMA IN NON-MANUFACTURING ENVIRONMENTS (15 Hrs)

MSA in the DMAIC Cycle - MSA Psychology - Why Non-Manufacturing Processes are Different - MSA - Repeatability & Reproducibility (R&R) Studies. Gauge R & R. #Comparison of MSA Acceptance Criteria#

Self Study Portion

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS:

1. The Six Sigma Black Belt Handbook by MacCarty - Daniels - Bremer and Gupta - TMGH - 2010 Edition
2. Juran Institute's Six Sigma Breakthrough and Beyond by De Feo and Barnard - TMGH.
3. What is Six Sigma? by Peter Pande - TMGH Six Sigma Management by Blashka - TMGH
4. All about Six Sigma by Warren Brussee - TMGH.
5. TPS-Lean Six Sigma by Hubert Ramprasad - Sara Books Pvt.Ltd

**SEMESTER IV: ELECTIVE
SUPPLY CHAIN PLANNING**

Course Code : 17MBA4CESCM7
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To understand essentials of Demand Management
- To get acquainted to Supply Chain Aggregate Planning
- To understand how to manage predictable variability in Supply Chain
- To recognize the role of Network Planning and understand basic Network Planning Design Models

OUTCOMES:

After having learned this course the students will be able

- To understand the fundamentals of supply chain planning
- To expose to forecasting techniques
- To arrive at network decisions

UNIT - I FORECASTING IN SUPPLY CHAIN (15 Hrs)

Concept and definition of Forecasting & Demand - Role of Forecasting in SC – Quantitative forecasting methods - Market Research Methods - Time Series Methods. Selection of Appropriate Forecasting technique for SC

UNIT - II DEMAND MANAGEMENT (15 Hrs)

Managing Supply, Managing Demand, Implementing Sales and Operations Planning in practice. Order fulfillment & Order Management. Customer Service Level in SC

UNIT - III AGGREGATE PLANNING IN SC (15 Hrs)

Concept of Aggregate Planning & its role in SC. Aggregate Planning Strategies - Aggregate Planning for Services - Aggregate Planning using MS-Excel

UNIT - IV MANAGING PREDICTABLE VARIABILITY IN SC (15 Hrs)

Decision Environment of SC – external factors responsible for decisions - Concept of Variability - Responding to predictable variability

UNIT - V NETWORK DECISIONS (15 Hrs)

Choices of Network Configurations – direct shipping - distribution through intermediary - customer pick up - Challenges in Network Configuration. Models – Strategic Facility Location Model with Single Capacity Choice - Strategic Facility Location Model with Two Capacity Choices

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS:

1. Supply Chain Management – Strategy - Planning and Execution by Sunil Chopra - Peter Meindl - D V Kalra - Pearson Education - 3rd Edition
2. Supply Chain Management Process - System & Practice by N.Chadrsekaran - Oxford - 1st Edition
3. The Management of Business Logistics: A Supply Chain Perspective by Coyle - Bardi and Langley - Cengage Learning – India 7th Edition.
4. Managing the Supply Chain: A Strategic Perspective by Gattorna and Walters - Palgrave.
5. A Logistics Approach to Supply Chain Management by Coyle - Langley - Gibson - Novack - Bardi - Cengage Learning - India Edition - 2009.

**SEMESTER IV: ELECTIVE
SUPPLY CHAIN COORDINATION**

Course Code : 17MBA3CESCM8

Hours/week : 5

Credit : 4

Max. Marks:100

Internal Marks: 25

External Marks: 75

OBJECTIVES:

- To understand role and importance of business functional coordination across the Supply Chain
- To know the impact of ineffective Supply Chain coordination and its business implications
- To understand how managerial levers and partnerships aid in achieving Supply Chain coordination.

OUTCOMES:

After learning this course the students will be able

- To understand the fundamentals of supply chain coordination
- To know the dimensions and integration of supply chain coordination
- To expose to the different approaches for coordination systems
- To know the different strategies of supply chain coordination

UNIT - I BUSINESS FUNCTIONS IN SC (15 Hrs)

Functional Coordination - Supply Chain Relationships - Failing to coordinate Sales Function with SC Capacity - Failing to coordinate Industrial Service SC - Coordinate Retail Functions for Market Expansion

UNIT - II BULL WHIP EFFECT (15 Hrs)

Challenges in SC Coordination - Concept of Bull Whip Effect – impact on manufacturing cost - inventory cost - replenishment lead time - transportation cost - labour cost for logistics - product availability & relationships across the SC - Obstacles to Coordination in SC

UNIT - III MANAGERIAL LEVERS (15 Hrs)

Aligning of Goals & Incentives - Improving Information Accuracy - Improving Operational Performance - Designing Pricing Strategies to stabilize orders - #Building Partnerships & Trust. #.

UNIT - IV BUILDING PARTNERSHIPS WITH SUPPLIERS (15 Hrs)

Assessing Value of Relationship - Identifying Operational Roles & Decision Rights for each party - Creating Effective Contracts - Designing Effective Conflict Resolution Mechanisms.

UNIT - V COLLABORATIVE PLANNING AND REPLENISHMENT (15 Hrs)

Collaborative Assortment Planning -Retail Event Collaboration - Distribution Centre Replenishment Collaboration - Store Replenishment Collaboration - Organizational & Technology Requirements for successful CPFR

Self Study portion

TEACHING PEDAGOGY: Lecture, Case Study and Seminar Presentation

REFERENCE BOOKS:

1. Fundamentals of Supply Chain Management by John Mentzer - Response Books - 1st Edition
2. Supply Chain Management – Strategy - Planning and Execution by Sunil Chopra - Peter Meindl - D V Kalra - Pearson Education - 3rd Edition
3. Supply Chain Management Process - System & Practice by N. Chadrasekaran - Oxford - 1st Edition
4. The Management of Business Logistics: A Supply Chain Perspective by Coyle - Bardi and Langley - Cengage Learning – India 7th Edition

**SEMESTER IV: ELECTIVE
MODELING FOR SUPPLY CHAINS**

Course Code : 17MBA4CESCM9
Hours/week : 5
Credit : 4

Max Marks:100
Internal Marks: 25
External Marks: 75

OBJECTIVES:

- To know how to model typical Supply Chain Domain Problems
- To understand use of MS- Excel in solving typical Supply Chain Domain Problems

OUTCOMES:

After having learned this course the students will be able

- To understand the MS Excel
- To expose to linear programming models
- To understand transportation models
- To know and able to apply decision making models

UNIT - I OVERVIEW OF MS (15 Hrs)
MS Excel Advance Capabilities and Functions

UNIT - II LINEAR PROGRAMMING MODELS (15 Hrs)
Make Buy Decision Problem - Transportation Applications – Vehicle loading Problem - Sensitivity Analysis for Profit Maximization - #Cost Minimization#

UNIT - III TRANSPORTATION MODELS (15 Hrs)
LP Formulation for transportation problem - Transportation involving transshipment - Maximal flow model - Shortest Path Model

UNIT - IV INTEGER PROGRAMMING MODEL - GOAL PROGRAMMING MODEL AND NONLINEAR PROGRAMMING MODEL (15 Hrs)
New factory Decision Problem (IP) - Product Mix Problem (Goal) - Profit Maximization Problem (NLP)

UNIT – V DECISION MAKING MODELS (BASED ON DECISION TREES) (15 Hrs)
Using Tree Plan to solve decision tree problems with Excel

#Self study portion.

TEACHING PEDAGOGY: Classroom Lectures, Case Discussions, Seminar Presentations

REFERENCE BOOKS:

1. Managerial Decision Modeling with Spreadsheets by Balakishnan - Render - Stair - Pearson - 2nd Edition
2. Excel Models for Business and Operations Management by Barlow - Wiley-India - 2nd Edition.

**SEMESTER IV: ELECTIVE
THEORY OF CONSTRAINTS**

Course Code : 17MBA4CESCM10
Hours/week : 5
Credit : 4

Max.Marks :100
Internal Marks : 25
External Marks : 75

OBJECTIVES:

- To imbibe in the students the TOC thinking process.
- To provide insights into managing a business when there are constraints and resolving those by logical thinking.

OUTCOMES:

After learning this course the students will be able

- To understand the thinking process
- To expose to economic decision models
- To understand project management models
- To know and able to apply theory of constraints

UNIT - I THINKING PROCESS (15 Hrs)

Introduction to Theory of Constraints (TOC) - Tools of TOC - Where is TOC applicable? What is a constraint - TOC's thinking process and Human Being - Terminology used in the thinking process - Steps to implement in the thinking process - Current Reality Tree - Conflict Resolution Diagram - Future Reality Tree - Prerequisite Tree - Transition Tree - #Three Cloud Method. #.

UNIT - II FINANCE AND MEASURES (15 Hrs)

Economic Decisions - TOC and Product Costing - #Economic Decisions using TOC Costing#.

UNIT - III PROJECT MANAGEMENT (15 Hrs)

Phases of Project Management - Common problems in Project Environment - Critical Chain project Management – A TOC approach. Drum-Buffer-Rope Solution: Introduction - The Drum – The MPS of the Capacity Constraint Resource - Implementing Drum-Buffer-Rope - Implementing Drum-Buffer-Rope on the shop floor - MPS using Drum-Buffer-#Rope Scheduling method#..

UNIT - IV THEORY OF CONSTRAINTS IN SUPPLY CHAIN MANAGEMENT (15 Hrs)

Introduction - TOC in distribution Solution - Drum-Buffer-#Rope in distribution#.

UNIT - V CASE ANALYSIS (15 Hrs)

Cases in application of TOC thinking process - #TOC in Manufacturing -#.

Self Study portion

TEACHING PEDAGOGY: Lecture, Case Study, Seminar Presentation

REFERENCE BOOKS:

1. Theory of Constraints by S K Mukhopadhyay - Jaico Books.
2. The Goal by E M Goldratt and Cox J - Great Barrington - North River What is the thing called Theory of Constraints? by E M Goldratt - Great Barrington - North River
3. The Goal by E M Goldratt and Cox J - Great Barrington - North River It's Not Luck by E M Goldratt - Great Barrington - North River

**SEMESTER IV: ELECTIVE
DIVERSITY MANAGEMENT**

Course Code : 17MBA4CEED6
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To Impart and understanding of the diversity and ways and means of tackling the diversity in the business environment.

OUTCOME: The students are able to understand the new changes the in the business environment cultural diversity and changes and introduction of planed change, managing competition and legal acts in India.

UNIT - I (15 Hrs)
Business - Concepts and Significance - Entry of Multinationals - New Changes in Business - Innovation of new products - Technological changes – Competition in Business – #Social Responsibility of Business#.

UNIT - II (15 Hrs)
Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - #Impact of Culture on Business# -Managing Cultural impacts and changes.

UNIT - III (15 Hrs)
Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory – National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - #Liberalization of Indian economy# - Export and Import acts - Managing global entry.

UNIT - IV (15 Hrs)
Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes - drawbacks- Unplanned Change- Steps in #Planned Change# -Changes and Amendments in Labors Laws- International Trade Unions and Business Associations.

UNIT - V (15 Hrs)
Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act -Consumer Protection Act - Imposing of MODVAT in India. Political Environment –Political uncertainty - Impact of Politics on Business- GATT -WTO-TRIPS-TRIMS-Consumer movements, #Right to information#.

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

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

**SEMESTER IV: ELECTIVE
BUSINESS OPPORTUNITY RECOGNITION AND FORECASTING**

Course Code : 17MBA4CEED7
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

The course will give a birds eye view to assess the viability of the new business concepts, identifying completion trends key drives of change scenario, planning in organization and industry foresight.

OUTCOME:

The course is designed to provide students with one skill set that will help them create new business concepts and will help you assess a concept's viability before investing significant amounts of time and money.

UNIT - I THE CHANGING MANAGERIAL CHALLENGE (15 Hrs)

Skills of the 21st Century Leader- What is an Opportunity?- The Nature of Opportunity and Opportunity Recognition Types of Opportunity; Sources of Opportunity- What Makes for a Great Opportunity?-Understanding How to evaluate and select opportunities- Business Concepts- Translating Creativity into Breakthrough Business Ideas- Sources of Business Concepts- #Types of Business Concepts#.

UNIT - II CRITERIA FOR EVALUATING BUSINESS CONCEPTS (15 Hrs)

Concepts- Concept Framework –Perceptions- Seeing Differently - Understanding Empathy - Understanding Bias Understanding Risk - Industry - Industry Attractiveness - Identifying Competitors - Analyzing Competitors - Understanding Markets- #Buying Motives# - Buyer Behavior - Customer Analysis – VALS.

UNIT - III MARKETING STRATEGY (15 Hrs)

Introduction Scenarios and Strategy- Thinking about the future –overview- Principles of the scenario planning process uses, origins, history, evolution, and lessons learned- Scenario use in organizations - Thinking biases- #Trends and key drivers of change#- Information gathering.

UNIT - IV SCENARIO PLANNING IN ORGANIZATIONS –GETTING STARTED (15 Hrs)

Developing the scenario matrix- Scoping the scenarios- #Building scenarios#- Exploratory vs. normative scenarios Developing scenario snapshots and end-states-Story telling in organizations- The scenario writing process.

UNIT - V INTRODUCTION TO INDUSTRY FORESIGHT (15 Hrs)

Understanding business failure and success- Issues in foresight, opportunities assessment and innovation- Industry foresight toolbox- Horizon scanning- Trend tracking- Technology roadmaps- #Delphi technique#- Systems dynamics- From foresight to innovation.

#Self study portion

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

1. Lehman, Donald and Russell Winer (2005), Product Management, 4th ed. McGraw Hill
2. Mullins, John, W. (2003), New Business Road Test, Prentice Hall Choices, Values, and Frames,
3. W.C. Miller (1999), Flash of Brilliance, Reading, MA: Perseus Books.
4. Michalko, M. (2006), Thinkertoys: A Handbook of Creative Thinking Techniques, Second Edition, Ten Speed Press.
5. Ralston, B., and Wilson, I. (2006) The Scenario Planning Handbook: A Practitioner's Guide to Developing and Using Scenarios to Direct Strategy in Today's Uncertain Times, Thomson South-Western, Ohio.
6. Hamel G. and Prahalad C., Competing for the Future, HBS Press, 1996
7. Schoemaker P., Profiting from Uncertainty, Free Press, 2002.
8. Van Der Heijden K., Scenarios: The Art of Strategic Conversation, Wiley & Sons, 2005

**SEMESTER IV: ELECTIVE
CREATIVE PROBLEM SOLVING**

Course Code : 17MBA4CEED8
Hours/week : 5
Credit :4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVE:

The management today is utilizing more and more of creativity skills rather than only analytical skills. The course is designed to provide an understanding of creativity process in a systemic framework.

OUTCOME:

The student will be able to the creativity process and appreciate the use of divergent thinking in open ended problems and able to aware creativity techniques in decision making.

UNIT - I INTRODUCTION TO CREATIVITY (15 Hrs)

The difference between creativity and innovation- Myths of creativity- Barriers of creativity- Orthodoxies- The 5 W's and H of creativity- The sixth sense- Idea Generation - Structure of managerial problems, Open and close ended problems- The creativity process, #Creative thinking#.

UNIT - II IDEA GENERATION METHODS (15 Hrs)

Brainstorming, NGT, Idea engineering, Check list, Attribute - listing, Morphological analysis, Association techniques, Forced relation and forced -analogy techniques- Synaptic, Critical examination/questioning/thinking - Computers, #Communications and CPS #.

UNIT - III IDEA GENERATION TECHNIQUES (15 Hrs)

Observation techniques, Lateral thinking, Lateral thinking essentials- #The Six Thinking Hats#- Introduction to role play- Overcoming creative blocks-The use of electronic media in the development of empathy-Visual art and ritual Music and the Alexander Technique Poetry writing and appreciation as inspiration for visual expression- Creative use of dramatic processes- Dance, creative movement, and visual expression.

UNIT - IV IDEA STRUCTURING (15 Hrs)

Idea Structuring: Graphic Tools, Interpretive Structural Modeling, Relationship Analysis -#Flexible Systems Management#, SAP-LAP analysis, Flexibility influence diagrams Moderation Technique- Scenario Building, Harva Method.

UNIT - V STRUCTURAL ANALYSIS (15 Hrs)

For scenario building, Options Field/Profile methodology - #Decision Making and Applications# - Decision Making Individual and Group creativity, Organizational Creativity & Innovation Creativity applications- Emerging and Related Issues.

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

1. Afuah A., Innovation Management: Strategies, Implementation, and Profits, Oxford University Press, New York, 1998.
2. Brown J. S. (ed.), Seeing Differently: Insights on Innovation, A Harvard Business Review Book, 1997.
3. Flood R.L. and Jakson M., Creative Problem Solving: Total System Intervention, John Wiley and Sons, New York, 1990.
4. Ford C. and Gioia D. (eds), Creative Action in Organizations: Ivory Tower Visions & Real World Voices, Sage Publications, CA, 1995.
5. Gera M. R. (Ed.), Innovation: Strategy for Corporate Renaissance, All India Management Association, Excel Books, New Delhi, 1997.
6. Henry J. (Ed.) Creative Management, Sage Publications, London, 1996.
7. Khandwalla P.M. Fourth eye: Excellence Through Creativity, A.H. Wheeler and Co., New Delhi, 1988. Lampi
8. Koski K. and Emden J., Igniting Innovation: Inspiring Organizations by Managing Creativity, Wiley, 1996.
9. Sage A.P., Methodology for Large Scale Systems, McGraw Hill Book Co., New York, 1977.
10. Warfield J.N., A Science of Generic Design: Managing Complexity through Systems Design, Inter-systems Publications, California, 1990.

**SEMESTER IV: ELECTIVE
INNOVATION MANAGEMENT**

Course Code : 17MBA4CEED9
Hours/week : 5
Credit : 4

Max Marks : 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: The course examines the key managerial features of modern innovation, variety of innovation existing in the model economy, sources of model innovation and various approaches to innovation.

OUTCOME: The students are able to understand the rudiments of innovation, exploiting the innovation, innovative culture creation, the part played by human factors in virtual setting and renewing innovation.

UNIT - I INNOVATION (15 Hrs)

Disruptive Innovation Why great companies fail in managing certain types of technological change
Executing innovations: organizing to execute Organizing innovation Eams Organizing flexible processes
Incentivizing and organizing innovators organizing innovation between firms and communities
incentivizing and organizing external innovators - #Negotiation innovation work between firms and academia#.

UNIT - II EXPLOITING INNOVATIONS (15 Hrs)

Options, portfolios and platforms Dynamics of the market for ideas; designing the value chain
leveraging portfolio development defining what is a platform? Leveraging platforms #Aggregate
Project (Portfolio) Planning#.

UNIT - III PORTFOLIO MANAGEMENT PROCESSES (15 Hrs)

Outlining through case illustration a range of platform typologies such as Technology Platforms
(OEM), Design Platforms (ODM), Service Platform (OSeM), Communications Platforms, Brand
Platforms (OBM) and Systemic Innovation Platforms (OSM). #Strategic Asset Competitive Benefit#.

UNIT - IV CREATING INNOVATIVE CULTURES (15 Hrs)

Use of cultural principles to foster innovative organizations Stimulation of scientific, technical and
conceptual creativity Encouraging reasonable risk taking Team Building Group dynamics and
problem solving applied to building Communities of Practice Encouraging knowledge sharing
Managing Virtual Teams Remotely- located knowledge workers, #Website- based management
processes#.

UNIT - V HUMAN FACTORS IN VIRTUAL SETTINGS (15 Hrs)

Knowledge-Intensive Projects Managing high- performance knowledge projects Organizational
Design Structures for learning organizations Operation of knowledge bases and information
management Creating Innovation Capabilities Alternative ways to escape the limits of current
business Processes and structures - Incubators, spin-offs, corporate venture capital - #Renewing
innovations# - Organizing disruption Internal vs. external sources of renewal

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS:

1. Rogers, Everett M. (2003). Diffusion of Innovations, Fifth Edition. New York, NY: Free Press. Hargadon, Andrew (2003), How Break throughs Happen, Harvard Business School Press, 2003.
2. Schumpeter, Joseph A. (1942). Capitalism, Socialism and Democracy, New York: Harper, 1975.
3. Alexander, C. (1979), The Timeless Way of Building, Oxford University Press, Oxford. Innovation Management, Strategies, Implementations and Profits, 2nd Edition. Allan Afuah, Oxford University Press, 1998
4. Ritti, R. and S. Levy. (2003). The Ropes to Skip and the Ropes to Know, 6th Edition.
5. Hoboken, NJ:John Wiley and Sons. Robbins, S. (2003). Essentials of Organizational Behavior, 7th Edition. Upper Saddle River, NJ:Prentice Hall.

**SEMESTER IV: ELECTIVE
SUSTAINABLE ENTERPRISE**

Course Code : 17MBA4CEED10
Hours/week : 5
Credit : 4

Max Marks: 100
Internal Marks: 25
External Marks: 75

OBJECTIVE: To explain technology Innovation and enterprise resource planning for sustainable enterprise.

OUTCOME: The students are familiarize technology innovation technology transfer and joint ventures policies, procedures, practices and problems, an overview of web marketing and its strategies and prospects of ERP applications.

UNIT - I (15 Hrs)

Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Knowledge Management Approaches-Transformation of an enterprise through Knowledge Management - Creating Knowledge Management System in Organization Establishing Knowledge Management through IT- Organizational culture for Knowledge Management - #Future of Knowledge Management#.

UNIT - II (15 Hrs)

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

UNIT - III (15 Hrs)

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

UNIT - IV (15 Hrs)

Web marketing Strategies- Choosing the strategy- Online store fronts -Target Marketing Attracting Customers- Web Advertising - #E-Mail Marketing#-Instant market research -Securities Issues.

UNIT - V (15 Hrs)

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision Enterprise Architecture Planning- ERP Implementation- #The Future of ERP Applications#- Procurement-Business Blueprint Planning.

#Self study portion.

TEACHING PEDAGOGY: Case Study and Seminar

REFERENCE BOOKS

1. Knowledge Management for Competitive advantage-Harish chandra Chaudharaty, Excel Books Publications, New Delhi
2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi
3. Web Advertising and marketing thomas J Kuegler,Jr. #rd Edition-Prentice- Hall of India, New Delhi
4. e-Business Roadmap for Success- Dr. Ravi Kalakota- Perason Education
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000

**SEMESTER IV: EXTRA CREDIT
TOTAL QUALITY MANAGEMENT**

Course Code : 17MBA4EC2
Hours/week : -
Credit : 4

Max Marks: 100
Internal Marks: -
External Marks: 100

OBJECTIVE:

To understand the Total Quality Management concept and principles and the various tools available to achieve Total Quality Management. To understand the statistical approach for quality control and to create an awareness about the ISO and QS certification process and its need for the industries.

OUTCOME:

The students are able to understand the principles basic concept quality and its dimension, of TQM, Statistical process control, TQM Tools and also an exposure about quality system and recent measuring trends in quality measuring standard.

UNIT - I INTRODUCTION

Definition of Quality, Dimensions of Quality, Quality Planning, Quality Costs - Analysis Techniques for quality costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, #Barriers to TQM Implementation#.

UNIT - II TQM PRINCIPLES

Customer Satisfaction - Customer perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, PLAN-DO-CHECK-ACT 5S, Kaizen, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, #Performance Measure#.

UNIT - III STATISTICAL PROCESS CONTROL (SPC)

The Seven Tools of Quality Statistical Fundamentals – Measures of Central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for Variables and Attributes, Process Capability, Concept of Six Sigma, #New Seven Management Tools#.

UNIT - IV TQM TOOLS

Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, #FMEA - Stages of FMEA#.

UNIT - V QUALITY SYSTEMS

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, #Quality Auditing#, TS 16949, ISO 14000 – Concept, Requirements and Benefits – ISO 9000:2015 Environmental Management Systems - EMS - ISO 14001:1996 ISO 4001: 2004 VS ISO 14001: 2015

#self study portion

REFERENCES:

1. Dale H.Besterfield and others, Total Quality Management, Pearson prentice Hall 3rd Edition.
2. K.Shridhara Bhat, Total Quality Management, Himalaya Publication House.
3. John S.Oakland, Total Quality Management Text with Cases, Butter worth - Heime mann Elsevier Publication.
4. Shailendra Nigam, Total Quality Management Integrated Approach Excel Books.
5. Dr.D.D.Sharma, Total Quality Management Principles Practice and Practice and cases. Sultan Chand & sons educational publishers New Delhi.
6. N.Srinivasa Gupta & B.valarmathi, vijaya Nicole imprints private ltd, Chennai.
7. Dr.K.Maran, K.Raja, Eswar press Tnagar Chennai -17.