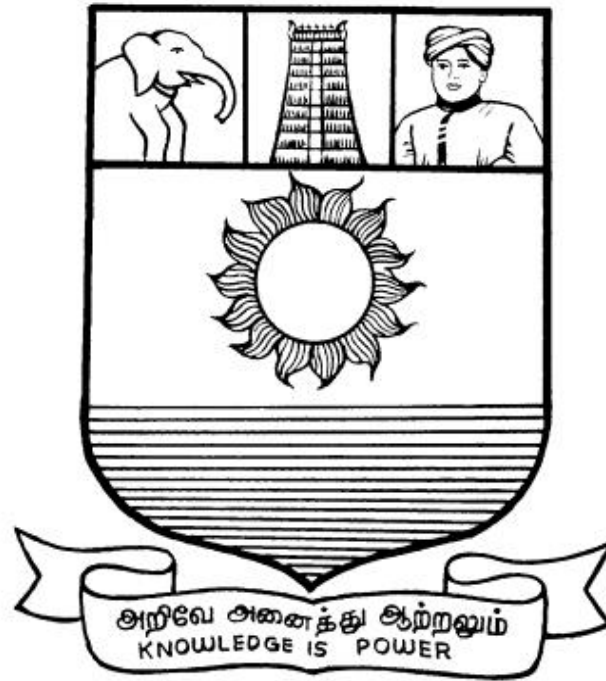


Department of Management Studies  
Manonmaniam Sundaranar University  
Tirunelveli – 627 012



Master of Business Administration –  
Choice Based Credit System – University Department  
(MBA - CBCS - UD)

**Program Regulations and Syllabus**

**July 2019**

**Program Regulations and Syllabus - For those who joined in 2019 – 20 onwards**

1. **Program:** Master of Business Administration (MBA)
2. **Duration:** Two years Full Time (each year having Two Semesters)
3. **Medium of Instruction and Examinations:** English only.
4. **Eligibility for Admission:**

A candidate shall be eligible for admission to Master of Business Administration (MBA) course if he/she has obtained Bachelor's degree at least through 10 + 2 + 3 stream, recognized by our University with a minimum of fifty percent (50%) marks in Major and Allied Courses. For SC / ST candidates a Pass is enough through the same stream of education as mentioned above.

**and**

Should have taken up the Tamilnadu Common Entrance Test conducted by the Government of Tamilnadu, attended the Personal Interview and participated in the Group Discussion conducted by our University or any other norms prescribed by our University in this regard from time to time.

**5. Program structure**

The course work in an academic year shall be divided into parts as given below:

Semester	Period	Activity
I	15 <sup>th</sup> July - 15 <sup>th</sup> Nov	Classes and Continuous Internal Evaluation
I	16 <sup>th</sup> Nov – 30 <sup>th</sup> Nov	I and III Semester Examinations
II	1 <sup>st</sup> Dec – 15 <sup>th</sup> April	Classes and Continuous Internal Evaluation
II	16 <sup>th</sup> April – 30 <sup>th</sup> April	II Semester Examinations
III	2 <sup>nd</sup> May – 15 <sup>th</sup> June	Summer Project / Summer Internship
III	15 <sup>th</sup> July - 15 <sup>th</sup> Nov	Classes and Continuous Internal Evaluation
III	16 <sup>th</sup> Nov – 30 <sup>th</sup> Nov	III Semester Examinations
IV	1 <sup>st</sup> Dec – 15 <sup>th</sup> Jan	Main Project for the Final year Students
IV	16 <sup>th</sup> Jan – 15 <sup>th</sup> April	Classes and Continuous Internal Evaluation
IV	16 <sup>th</sup> April – 30 <sup>th</sup> April	IV Semester Examinations

6. During an academic year, a candidate shall be allowed to enroll for one program of study only and shall not appear for any other Post Graduate Examination of this or any other University.

7. The semester-wise course outline, credits assigned to each course, total marks allocated to each course, internal and end semester examination marks components are listed below.

The course content is given in the detailed syllabus (Annexure I).

Sl. No.	Sem.	Course Name	Credits	Internal Marks	External Marks	Total Marks	Passing Minimum
1	First	Evolution of Management Principles and Ethics	4	25	75	100	50 % in External and 50 % Overall  (38 out of 75 in External and 50 out of 100 in Total marks)
2	First	Organizational Behavior	4	25	75	100	
3	First	Sustainability and Environmental Management	4	25	75	100	
4	First	Managerial Economics	4	25	75	100	
5	First	Quantitative Techniques *	4	25	75	100	
6	First	Executive Communication - I (Practical)	2	50	50	100	
7	First	Principles of Business Finance and Accounting * - e PG Pathshala	4	25	75	100	
8	Second	Marketing Management	4	25	75	100	
9	Second	Financial Management *	4	25	75	100	
10	Second	Human Resource Management	4	25	75	100	
11	Second	Production and Logistics Management *	4	25	75	100	
12	Second	Entrepreneurship	4	25	75	100	
13	Second	Research Methodology	4	25	75	100	
14	Second	Executive Communication - II (Practical)	2	50	50	100	
15	Second	Supportive Course I – MOOC	3	25	75	100	
16	Third	Business Analytics	4	25	75	100	
17	Third	Operations Research *	4	25	75	100	
18	Third	Executive Communication - III (Practical)	2	50	50	100	
19	Third	Elective I	3	25	75	100	
20	Third	Elective II	3	25	75	100	
21	Third	Elective III	3	25	75	100	
22	Third	Summer Project / Internship	4	50	50	100	
23	Third	Supportive Course II - MOOC	3	25	75	100	
24	Fourth	Strategic Management	4	25	75	100	
25	Fourth	Management Information System	4	25	75	100	
26	Fourth	Global Business Environment - e PG Pathshala	4	25	75	100	
27	Fourth	Elective IV	3	25	75	100	
28	Fourth	Elective V	3	25	75	100	
29	Fourth	Elective VI	3	25	75	100	
30	Fourth	Main Project	6	50	50	100	
<b>TOTAL</b>			108	875	2125	3000	

\* Quantitative Courses

**8. End Semester Examination Question Paper Pattern:**

For Non Quantitative Courses: Maximum Marks: 75 and Max. Time: 3 Hours

**Part A:** 20 marks (5 questions \* 4 marks)

**Part B:** 40 marks (5 questions \* 8 marks)

**Part C:** 15 marks (1 case \* 15 marks) – A case study – Compulsory

For Quantitative Courses: Maximum Marks: 75 and Max. Time: 3 Hours

**Part A:** 25 marks (5 questions \* 5 marks)

(Out of which a maximum of Five Questions can be descriptive)

**Part B:** 50 marks (5 questions \* 10 marks)

**Note: For both courses, Part A will have NO choice and Part B will have Internal Choice**

**9. Internal Assessment:**

(I) For **Theory Courses** (Written End Semester Examination Courses), the Internal Assessment will be as follows:

**Continuous Internal Assessment Tests** : 15 marks

(Three Tests should be attended by the Student compulsorily, out of which the average of the Best Two will be considered)

**Seminars / Presentations / Case Discussions by the Students** (Either Individual or Group Presentations) : 05 marks

**Assignment / Term Paper Submitted by the Students / Quiz / Surprise Test** : 05 marks

**Total :** 25 marks

**NOTE:** The question paper for the Continuous Internal Assessment Tests will have 3 Questions \* 5 marks = 15 marks. The Duration of the test will be One Hour.

**Note:** Based on the necessity and the nature of the Course Work, Seminars and Assignments can be added together and Reports / Audio Visual presentations / Case Presentations by the Individual students or a Group of Students can be evaluated by the Course Facilitator for the Maximum of Ten Marks.

(II) For **Project Works / Training**, the marks for the **Viva Voce** will be considered as **External Marks** and the marks for the **Report** will be considered as **Internal Marks**.

**Note:** Each student should strictly adhere to the schedule of the Project Work / Training as suggested by their respective Faculty Guides. No student will be allowed to submit the Project / Training report without the signature of the Faculty Guide and he / she will not be allowed to take up the Viva Voce Examination.

10. The **Project Report** will be evaluated on the following criteria:

a) **Faculty Guide (Internal Examiner):**

1. Adherence to Report Format	: 05
2. Introduction	: 05
3. Research Methodology	: 05
4. Review of Literature	: 05
5. Analysis and Interpretations	: 05
6. Managerial Implication of the Project	: 05
7. Identification of further scope for Research	: 05
8. Adherence to Procedure and Schedule	: 10
9. Adherence to Suggestions by the Guide	: 05

**TOTAL 50 marks**

**Note:** Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.

b) **External Examiner / A Panel of Examiners:**

1. Adherence to Report Format	: 05
2. Introduction	: 05
3. Research Methodology	: 10
4. Review of Literature	: 05
5. Analysis and Interpretations	: 15
6. Managerial Implication of the Project	: 05
7. Identification of further scope for Research	: 05

**TOTAL 50 marks**

The **Training Report** will be evaluated as per the following criteria:

a) **Faculty Guide (Internal Examiner):**

1. Adherence to Report Format	: 05
2. Introduction	: 05
3. Extent of Coverage of the Plant /Various Functional areas	: 10
4. Learning from the Training	: 10
5. Adherence to Procedure and Schedule	: 10
6. Adherence to Suggestions by the Guide	: 10

**TOTAL : 50 marks**

**Note:** Adherence to the Procedure and Schedule and the Adherence to Suggestions by the Guide are the pre requisite for getting marks in other components of the marks awarded by the Faculty Guide.

b) **External Examiner / A Panel of Examiners:**

1. Adherence to Report Format	: 15
2. Introduction	: 05
3. Extent of coverage of the Plant / Various functional areas	: 15
4. Learning from the Training	: 15

**TOTAL : 50 marks**

The students will be evaluated on the following criteria during the conduct of the **Viva Voce Examination:**

a) **By the Faculty Guide:**

- |  |      |
|--|------|
| 1. Introduction to the Project / Training                  | : 10 |
| 2. Methodology Adopted                                     | : 10 |
| 3. Creativity in Presentation / Learning from the Training | : 10 |
| 4. Presentation Skills (including use of AV aids)          | : 10 |
| 5. Answers to Questions                                    | : 10 |

**TOTAL : 50 marks**

b) **By the External Examiner / A Panel of Examiners:**

- |  |      |
|--|------|
| 1. Introduction to the Project / Training                  | : 10 |
| 2. Methodology Adopted                                     | : 10 |
| 3. Creativity in Presentation / Learning from the Training | : 10 |
| 4. Presentation Skills (including use of AV aids)          | : 10 |
| 5. Answers to Questions                                    | : 10 |

**TOTAL : 50 marks**

**Note:** For Project / Training Report Evaluation and for the Viva voce examination, the average of the marks awarded by both Internal and External Examiners will be considered.

11. Depending on the circumstances prevailing in the market, the University reserves the right to change any course and to increase or decrease the number of optional courses.
12. The Department of Management Studies will offer **two** Supportive Courses for the Students of the other departments of this University and the MBA students are also required to opt for **two** Supportive Courses offered by other departments of this University.

These courses will have both Internal Assessment (25) and External Assessment (75) components and they are assigned **three** credits each.

The Supportive Courses offered by the Department of Management Studies through MOOCs will be:

- II Semester: **Soft Skills for Business Negotiations and Marketing Strategies**  
III Semester: **Corporate Social Responsibility**

The examinations (both Continuous Internal Assessment Tests and End Semester) will be conducted online by NPTEL.

The department reserves the right to offer or drop any course depending on the availability of the courses offered on the relevant MOOCs portals and the relevance of the courses from time to time.

**13. The List of Electives offered in the III and IV Semesters**

CC	III Semester	CC	IV Semester
<b>A. ENTREPRENEURSHIP</b>			
E1	Small Business Management	E5	Family Business Management
E2	New Venture Creation	E6	Innovation and Intellectual Property Protection
E3	Social Entrepreneurship	E7	Rural Entrepreneurship
E4	Marketing for Entrepreneurs	E8	Entrepreneurial Finance
<b>B. FINANCE</b>			
F 1	Principles of Insurance	F 6	Strategic Financial Management
F 2	Security Analysis and Portfolio Management	F 7	Mergers and Acquisitions
F 3	Project Finance	F 8	International Financial Reporting Standards
F 4	Financial Services	F 9	Behavioral Finance
F 5	International Financial Management	F 10	Commodities and Financial Derivatives
<b>C. HUMAN RESOURCE</b>			
H1	Knowledge Management	H 6	Cross Cultural and Diversity Management
H2	Performance Management	H 7	Compensation and Reward Management
H3	Training and Development	H 8	Managerial Counselling and Negotiation Skills
H4	Organizational Change and Development	H 9	Strategic Human Resource Management
H5	Human Resource Information System	H 10	Contemporary Employment Relations
<b>D. MARKETING</b>			
M 1	Social Media Marketing	M 7	Rural Marketing
M 2	Integrated Marketing Communication	M 8	Strategic Marketing
M 3	Marketing Research	M 9	Green Marketing
M 4	Consumer Behaviour	M10	Retail Management
M 5	Product and Brand Management	M11	Services Marketing
M 6	Sales and Distribution Management	M12	Marketing Metrics
<b>E. PRODUCTION and LOGISTICS MANAGEMENT</b>			
P 1	Supply Chain and Logistics Management	P 6	Technology Management
P 2	Materials and Maintenance Management	P 7	Warehouse Management
P 3	Total Quality Management	P 8	Value Engineering
P 4	Fundamentals of Shipping Business	P 9	Customs Laws and Procedure
P 5	Maritime Economics	P 10	Legal Aspects of Shipping
<b>F. SYSTEM</b>			
S 1	System Analysis and Design	S 6	Enterprise Resource Planning
S 2	Database and Information Management System	S 7	IT Enabled Services
S 3	Internet and Intranet Technology Management	S 8	Decision Support System
S 4	Strategic IT Consulting	S 9	RDBMS and SQL Concepts
S 5	Computer Integrated Manufacturing	S 10	Data Communication and Networking

CC – Course Code

(i) Every student has to select **THREE** electives from the list for the Third and the Fourth semester and any elective will be offered if and only if **25 per cent** of the class opts for that elective.

(ii) If there is less number of students opting for a particular elective course, the department reserves the right to offer that course under 'Self Study' mode and the department, on approval in a faculty meeting, can assign a course facilitator to do the continuous internal evaluation and the valuation for the end semester examination, subject to a maximum of one course per semester by a student.

#### **14. Project Works / Training Reports**

(a) Every candidate shall have to undergo/undertake **SIX weeks Summer Internship / Project Work** and a **SIX weeks Main Project Work** in an organization of repute in India or abroad.

(b) **Attendance Certificate from the organization and strict adherence to the procedure, schedule and suggestions offered by the Faculty Guide are pre-requisites for acceptance of the report by the Project Coordinator.** Proper Joining Report duly counter signed by the Organization guide has to be sent to the Project Coordinator within the date specified.

(c) Upon completion of the training / project, the report has to be submitted within the time stipulated by the Project Coordinator or the Head of the Department after joining the third /and during the fourth semesters for the Summer and Main Projects respectively.

(d) The candidate shall have to make an oral presentation of his/her training/project report before a joint session of the faculty and students.

(e) The faculty shall evaluate the presentation and record of marks shall be maintained. A consolidated-marks list duly signed by the Head of the Department shall be sent to the Controller of Examinations to be incorporated in the mark statement of the ensuing semester.

(f) The average of the marks awarded by both Internal and External Examiner(s) for the Viva Voce Examination will be treated as External marks (50)

(g) The average of the marks awarded by the Guide as an internal examiner for 50 marks and the External Examiner / a Panel of Examiners as decided by the Department Faculty for 50 marks for the Report will be considered as Internal Marks. (50)

(h) Any candidate who fails to defend his /her project / training report satisfactorily shall have to undergo training / take up a project afresh and defend it in similar manner as laid down above. **The veracity / genuineness of the project work / training should be proved beyond doubt.** If proved otherwise, a case of malpractice is to be reported and necessary action can be initiated as per the University norms.

(i) All students are required to be present at the time of presentation. Their attendance will also be taken into account while awarding marks for their presentation.

(j) Any student failing to fulfill any of the above conditions has to be considered that he/she has to 'Reappear' for the Summer Internship/Summer Project/Main Project, after completing the program period.

**15. The transitory provision is as follows:** The student of this program has to complete the degree within **4 years** (2 years + 2 years) from the date of joining the course. After that period, one extension of One year can be applied for and obtained from the authorities of the university, on a case to case basis, in an extraordinary situation only. **{Reference: UGC Letter DO No. 12 – 1/ 2015 (CPP – II) dated 15<sup>th</sup> October 2015}.**



## CORE COURSES

### EVOLUTION OF MANAGEMENT PRINCIPLES AND ETHICS

**OBJECTIVES:** The objective of this course is to make the students understand the basic theories, principles and functions of management with regard to the business entity and also to create knowledge on the ethical practices of doing a business.

**UNIT-I (8 Hours)**

Nature and functions of Management – Administration vs Management - Skills and levels of managers – Characteristics of a Manager - Different approaches to management – systems approach – Management Environment – Internationalization of management

**UNIT-II (16 Hours)**

Planning – Nature – Importance – Types – Steps in planning process – MBO – Strategic planning process – TOWS matrix – Business portfolio matrix – Decision making process – Models of decision making - Formal / Informal organization – Organizational structure – organizing process – Departmentalization – Authority delegation – Decentralization – Coordination – Line / Staff relations – Staffing procedure – Training and development – Performance appraisal

**UNIT-III (16 Hours)**

Direction and Communication – Processes and Barriers – Leadership – Characteristics of a leader – Approaches to leadership – Motivation concepts – Theories of motivation – Committee – Team – Group decision making - System and process of controlling – Control techniques – Organizational change and Development – Strategies for efficient OC and OD – Productivity – Operations management - Use of IT in management functions

**UNIT-IV (8 hours)**

Ethics and values in Management – Professional values – Definition of Ethics – Evolution of Ethics - Ethical theories – Global perspective – Cooperative ethics - Ethical development and challenges

**UNIT-V (12 Hours)**

Corporate social responsibility (CSR) – Business for social responsibility (BSR) – Barriers to CSR – Corporate governance – Clarity of goals – work committed culture – Blind management – Mind management – common sense in management – TQM – consumer protection and safety – Environmental protection

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After understanding this course the students could able to understand various principles of management and ethics as per business entity and implement efficiently as per the theories and the practical relevance to practice business ethically

### REFERENCES

1. *Harold Koontz, Heinz Weihrich, Essentials of Management – An International Perspective, 7<sup>th</sup> Edition, TATA McGraw Hill., 2009*
2. *Hellriegel and Slocum, Management: A competency based approach, 4<sup>th</sup> Edition, Thomson Learning, 2015*
3. *A B Rao, Business ethics and Professional values, Excel Books*
4. *Marianne M. Jennings, Cases in Business ethics, 6<sup>th</sup> Edition, Cengage Learning 2009*
5. *R C Sekhar, Ethical choices in Business, 6<sup>th</sup> Edition, Sage Publications 2007*

## **ORGANIZATIONAL BEHAVIOUR**

### **OBJECTIVES:**

To provide knowledge base for understanding the behaviour of individual, group and organisation. To equip the students with the theoretical and practical tools to effectively manage individuals and groups within the organisations

### **UNIT I: INTRODUCTION**

Concept of Organizational Behaviour-Nature and Scope of Organizational behaviour – Opportunities and Challenges for Organizational Behaviour -Disciplines that Contribute to the Organizational Behaviour- Model of Organizational Behaviour. (8 hours)

### **UNIT II: INDIVIDUAL BEHAVIOUR**

Learning-Concept of learning-Theories of learning-Principles of learning.

Perception-Importance-Perception Model-Factors influencing Perception-Principles of Perception-Errors in Perception-How to Improve Perception.Personality-Importance-Determinants of Personality-Theories of Personality-Attitudes&Values-Formation of Attitude-Changing Attitude-Values and Value System. Motivation-Nature of motivation-Techniques of motivation-Theories of Motivation-Content Theories of Motivation-Process Theories of Motivation. (14 hours)

### **UNIT III: GROUP BEHAVIOUR**

Group dynamics-Group Formation-Types of Groups-Factors influencing formation of small groups-Group Norms-Group Decision making-Techniques of Group Decision making-Suggestions for making group decisions effective-Group Cohesiveness-Measures for making groups cohesive-Team building. Leadership-Definition-Importance-Leadership Styles- Models and Theories of Leadership Styles-Effective use of Power and Politics.Conflict management-Nature of Conflict-Features of Conflict-Types of Conflicts-Sources of Conflict-Conflict Resolution. (14 hours)

### **UNIT IV: ORGANIZATIONAL DYNAMICS**

Organizational Culture and Climate-Importance-Concept of Culture-Nature of Culture -Formation of Culture-Best Practices of Organizational Culture-Organizational Climate-Culture Vs Climate-Model of Climate.Organizational Change and Organizational Development Nature of Change-Types of Change-Importance of Change-Forces for Change in Organizations-Resistance to Change-Models of Change Process-Organisational Development-OD Interventions. (14 hours)

### **UNIT- V: CONTEMPORARY ISSUES IN ORGANIZATIONAL BEHAVIOUR**

Importance and techniques of improving Stress Management, Quality of Work Life,Work Life Balance and Emotional Intelligence (10 hours)

Case studies related to concepts and application of Organizational Behaviour.

### **COURSE OUTCOME:**

On completion of this course, the students will be able to understand better the behaviour of individual, group and organisation and apply the appropriate tools to effectively manage the individuals and groups within the organisation.

### **REFERENCE:**

- 1.Stephen P Robins,"Organizational Behaviour",Prentice Hall of India
- 2.Fred Luthans,"Organizational Behaviour,"McGraw Hill Book Co.
- 3.Udai Pareek," Understanding Organizational Behaviour,"Oxford University Press
- 4.Arun Kumar & Meenakshi N,"Organizational Behaviour" Vikas Publishing House Pvt.Ltd.
- 5.Chandan J,"Organizational Behaviour,Vikas Publishing House Pvt.Ltd.

## **SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT**

**OBJECTIVES:** The objective of this course is to make the students understand the basic concepts, theories and functions of sustainability and environmental management with regard to the business entity and also to create knowledge on the ethical practices of doing a business.

**UNIT I :** An introduction to sustainability management-International and policies on sustainable development-Theoretical pillars in sustainability management studies-Corporate sustainability and responsibility-Corporate sustainability perimeter-Corporate sustainability institutional framework-Integration of sustainability into strategic planning and regular business practices-Fundamentals of stakeholder engagement-Multilateral engagement(UN/World Bank/OECD).Government engagement.NGO's–influence and engagement. Trade associations(WBCSD).Stakeholder interests and engagement

**(10 Hours)**

**UNIT II:** Sustainability management Strategies and approaches-Corporate sustainability management and competitiveness-Sustainability-oriented corporate strategies,markets and competitiveness-Developing strategy through benchmarking and balanced scorecard-Intrapreneurs and employee engagement-Operationalizing Sustainability-Benchmark sustainability program-Gap analysis-Create sustainability strategy-Value chain concepts-Benchmarking-Sourcing and procurement-Life cycle issues in operations-Codes of Conduct, disclosures and regulation-GRI&ESG sustainability results-Lagging indicators-Performance framework ADRI method–Leading indicators-Investors,customers, government& media-Disclosing sustainability information–report and website-Transparency and Accountability-One Report movement–financial and non-financial together

**(14 Hours)**

**UNIT III:**Green Management between theory and practice - Sustainable Consumption and Green Marketing strategies - Environmental regulation and strategic postures Green Management approaches and tools - Eco-design and product development - Environmental Management Systems and Audit techniques according to EMAS and ISO 14001

**(10 Hours)**

**UNIT IV:**Clean technologies and innovation processes - Sustainable Supply Chain Management and Procurement - Inter-organizational alliances and public-private partnerships – communicating environmental and social performance - Fundamentals of measuring and reporting on corporate sustainability - Product certification and labels: ISO type I (Eco label) and Type III (EPD) environmental claims - Communication & environmental footprint - Performance indicators and reporting

**(13 Hours)**

**UNIT – V:**Sustainability and innovation: Socio-technical transitions and sustainability-Sustainable entrepreneurship-Sustainable pioneers in green market niches-Smart communities & smart specializations-Sustainable management of resources,commodities and commons -Energy management-Water management-Waste management-Corporate Sustainability in Practice

**(13 Hours)**

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After understanding this course the students could able to strategise the business and provide consultancy for sustainable development focusing the environment and implement efficiently as per the theories and the practical relevance to practice business ethically

### **REFERENCES:**

1. C J Barrow, Environmental Management for Sustainable Development, 2<sup>nd</sup> Edition, Routledge, 2009
2. Prasad Modak, Environmental Management towards Sustainability, 2<sup>nd</sup> Edition, CRC press, 2017
3. Stefan Schaltegger, An Introduction to Environmental Management, 1<sup>st</sup> Edition, Greenleaf Publisher, 2009
4. Mark Anthony Camilleri, Corporate Sustainability, Social Responsibility and Environmental Management, 1<sup>st</sup> Edition, Springer publications, 2017
5. Kamlesh Pritwani, Sustainability of Business in context of Environmental Management, 2<sup>nd</sup> Edition, CRC press, 2019

## MANAGERIAL ECONOMICS

**UNIT I** (12 hours)  
Introduction to Managerial Economics, Approach to Managerial Decision making through Economics, Concept of firm, Basic Concepts in Economics, Demand and Supply analyses

**UNIT II** (12 hours)  
Production Analysis, Cost concepts and Analysis, Capital Budgeting decisions

**UNIT III** (12 hours)  
Pricing methods and decisions, Pricing in various market structures – Monopoly, Perfect Competition, Monopolistic Competition and Oligopoly Competition

**UNIT IV** (12 hours)  
Overview of Macroeconomics, National Income, Monetary and Fiscal Policies, Inflation, Business cycles, Unemployment

**UNIT V** (12 hours)  
International aspects of Macroeconomics such as Balance of Payments, Foreign Exchange rates, globalization of Indian Business and Economic Environment of International Trade

### REFERENCE:

1. *PL Mehta*, Managerial Economics, Sultan Chand
2. *Paul A. Samuelson*, Economics, , McGraw Hill
3. *Peterson & Lewis*, Managerial Economics, PHI
4. *Atmanand*, Managerial Economics, Excel Books
5. *Yogesh Maheshwari*, Managerial Economics, PHI

## QUANTITATIVE TECHNIQUES

### OBJECTIVE:

This course introduces the concepts that any management graduate require to analyse the data for making inference.

### UNIT I

(12 hours)

Set theory – Coalitions - Venn Diagrams – relations - Domain – Co-domain. Functions – Linear and nonlinear – Maxima and minima. Business Applications of Matrix.

### UNIT II

(12 hours)

Statistics-Meaning,scope,characteristics and Limitations. Statistical enquiry-Census and sample survey.Data-Primary and secondary. Data collection-Scale-Types & Characteristics(Nominal to Ratio scale)–classification-tabulation(Univariate& Bi-variate). Frequency Distribution–Graphical representation(Bar Charts–Pie Diagram– Line graphs).

### UNIT III

(12 hours)

Probability–addition and multiplication–Baye’s theorem.Probability distribution–Theoretica lprobability distributions–Binomial, Poison and normal-Characteristics. Measures of Central tendency-Arithmetic mean, median, mode, harmonic mean and Geometric Mean-Weighted Arithmetic Mean.

### UNIT IV

(12 hours)

Measures of dispersion–Range– Moments-Standard deviation-Co-efficient of variation-Skewness and Kurtosis.Correlation and Regression-Rank correlation.Introduction to Hypothesis Formation and Testing.

### UNIT V

(12 hours)

Arithmetic and Geometric Progression.Index number–Types of index numbers.Time series-Trend(Secular, cyclical, seasonal and random)–use of time series in business and forecasting.

### OUTCOMES:

The students understand the usages of different methods used for getting inference from the data

### REFERENCE:

1. Richard I. Levin & David S. Rubin, “Statistics for Management”, Pearson.
2. Gupta S P, “Statistical Methods”, S. Chand Publishing.
3. Hooda R.P, “Statistics for Business and Economics”, Vikas Publishing.
4. Elhanse, “Fundamentals of Statistics”, Kitabmahal distributors-New Delhi.
5. Gupta SP, “Business Statistics”, S. Chand Publishing.
6. Kazmier , LJ and Pohl, NF, “Basic Statistics for Business and Economics”McGraw-Hill .
7. Richard I Levin & David S Rubin, “Statistics for management” Pearson.
8. Gupta S.C. and Kapoor V.K, “Fundamentals of Mathematical Statistics”, S. Chand Publishing.
9. Aczel A.D. and Sounderpandian J, “Complete Business Statistics”, McGraw Hill Higher Education.

## **EXECUTIVE COMMUNICATION - I**

**LEARNING OBJECTIVES:** Facilitating the student to develop an independent thinking and fearless expression of oneself in alignment to his goal thereby fulfilling corporate expectation.

The course is designed to be operated as a performing course to understand and develop the nuances of communication practically by the student participant. Evaluation will be done on continuous basis on all the event organised for the enhancement of communication. **(60 Hours)**

**The topics to be covered in this semester are:**

1. Preliminary Presentation of self and Goal
2. Importance of communication and its practicality
3. Current Business New Presentation (On continuous basis with advancement in the content in every stage)
4. Discussions on the current news (from second stage onwards)
5. Interviewing the parents, neighbours and respective school/undergraduate teachers of the students on any identified aspects.
6. Understanding self through Self-SWOT (On continuous basis)
7. Group Analysis of self (On continuous basis)
8. Understanding the career aspiration and requirements of a career (On continuous basis)
9. Presentation of Self and reflection (On continuous basis)
10. Reflection and feedback by the entire participants on his/her classmate presentation.
11. Industry selection for future project and placement

**PRINCIPALS OF BUSINESS FINANCE AND ACCOUNTING-Core-4 Credits**

**OBJECTIVES:** This course has the following as its objectives:

1. Understand the basic accounting theory and cost and management accounting in the modern business
2. Understand the importance of time value of money and other financial decision making like cost of capital, investment, capital structure and dividends etc.
3. To know the various business finance sources using financial services.

**UNIT-I:** Module M1 –M7 of E-Pathsala  
[https://epgp.inflibnet.ac.in/view\\_s.php?category=723](https://epgp.inflibnet.ac.in/view_s.php?category=723).  
**(9 Hours)**

**UNIT-II:** Module M8 –M14 of E-Pathsala  
[https://epgp.inflibnet.ac.in/view\\_s.php?category=723](https://epgp.inflibnet.ac.in/view_s.php?category=723).  
**(9 Hours)**

**UNIT-III:** Module M15 –M21 of E-Pathsala  
[https://epgp.inflibnet.ac.in/view\\_s.php?category=723](https://epgp.inflibnet.ac.in/view_s.php?category=723).  
**(9 Hours)**

**UNIT-IV:** Module M22 –M28 of E-Pathsala  
[https://epgp.inflibnet.ac.in/view\\_s.php?category=723](https://epgp.inflibnet.ac.in/view_s.php?category=723).  
**(9 Hours)**

**UNIT-V:** Module M28 –M35 of E-Pathsala  
[https://epgp.inflibnet.ac.in/view\\_s.php?category=723](https://epgp.inflibnet.ac.in/view_s.php?category=723).  
**(9 Hours)**

**LEARNING OUTCOME:**

Upon successful completion of this course, the student will be able to:

1. Understand the accounting concept and conventions and financial sources.
2. To learn the cost and management accounting scope and objectives and time value of money
3. Evaluate the various financial ratios and leverages of the organization with forecasting.

## MARKETING MANAGEMENT

**OBJECTIVES:** The objective of this course is to make the students understand the concepts, theories and strategies of marketing function of an organisation with regard to profit and non-profit businesses and also to create knowledge on the current trends in marketing practices along with the ethical practices of marketing the benefits.

**UNIT I (9 Hours)**

Marketing-Basic concepts-Evolution-Marketing management process-Marketing environment-Internal and External factors-Integrated marketing management - Marketing vs Selling - Global Marketing -Issues and Challenges.

**UNIT II (11 Hours)**

Analysing consumer needs-Identifying and selecting markets-segmentation-targeting-positioning-Marketing strategy formulations-Competitor analysis-Strategic Marketing Mix components

**UNIT – III (14Hours)**

Product planning and development - Product life cycle - New product Development and Management – Product line decisions – Product differentiation - Branding - Channel Management – Managing dealer network – Retailing - Promotional mix and its decisions - Pricing Objectives - Policies and methods

**UNIT – IV (13 Hours)**

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

**UNIT – V (13 Hours)**

Marketing Information System - Research Process - Concepts and applications – viral marketing – Green marketing – Trends in Retail - Customer driven organizations - Cause related marketing - Ethics in marketing - Online marketing trends

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After understanding this course the students could able to devise various marketing strategies as per business types and implement efficiently as per the theories and the practical relevance to practice business ethically

## REFERENCES

1. *Philip Kotler and Armstrong*, Principles of marketing, 11<sup>th</sup> Edition, Prentice Hall India, 2009
2. *Ramasamy & Namakumari*, Marketing Management, 5<sup>th</sup> Edition, McGraw Hill Education., 2015
3. *Adrian Palmer*, Introduction to Marketing, 3<sup>rd</sup> Edition, Oxford university press 2007
4. *Arunkumar and N Meenakshi*, Marketing Management, Vikas Publishing House Pvt. Ltd., 2009
5. *Micheal R.Czinkota & Masaaki Kotabe*, Marketing Management, Thomson Learning., 2012



### **FINANCIAL MANAGEMENT- Core-4 Credits**

#### **OBJECTIVE:**

1. To understand the role of financial manager in business, to develop knowledge on various sources of finance
2. To know the significance of time value of money in decision making.
3. To develop an ability to make certain important decisions relating to capital budgeting, cost of capital, capital structure, and working capital management for effective utilization of resources.

**UNIT I** - Nature and Scope of Financial Management, Financial Decisions, Use of Financial Statements in Financial Decision making process (Ratio Analysis), Profit Maximization vs Wealth Maximization, Risk and Return analysis. Indian Financial System-An overview. **(12 Hours)**

#### **UNIT II**

Investment Decisions: Long term Investment Decisions – Capital Rationing, Capital Budgeting Decisions, Capital Budgeting with risk analysis **(12 Hours)**

#### **UNIT III**

Short Term Investment Decisions: Working Capital Management – Gross and Net working capital, Working Capital Policies, Various approaches, factors affecting Working Capital, Management of Cash, Inventory and Receivables. **(12 Hours)**

#### **UNIT IV**

Financing Decisions: Various sources of Finance – Both Long term and Short term, Capital Structure, Various approaches to Capital Structure, Leverage, Types of leverage and their impact on the profit of the company, Cost of Capital, Cost of all components of cost and Weighted Average cost of Capital. **(12 Hours)**

#### **UNIT V**

Dividend Decisions: Dividend Policies, Dividend theories, Walter's Model, Gordon's Model, MM Approach to Dividend, Relevance of Dividends in the Indian Corporate with specific reference to Indian Capital Market. An Introduction to various Financial Services as an off shoot of Financial Management **(12 Hours)**

#### **OUTCOMES:**

After completion of this course, the student will be able to develop

1. To gain a knowledge on availability of various sources of finance and markets for raising of funds.
2. To evaluate the long term and short term investment decisions
3. To Evaluate the financing decisions by using different techniques of valuation.
4. To evaluate the dividend Decisions in relation to wealth maximization.

#### **REFERENCE:**

1. Prasanna Chandra, Financial Management, Tata McGraw Hill.
2. I. M. Pandey, Financial Management, Vikas Publishing House.
3. S N Maheswari, Financial Management, Sultan Chand Publications.
4. Shashi K. Gupta, Financial Management, Vikas Publications.
5. Jonathan Berk, Peter Demarzo, Financial Management, Pearson Publications.

**HUMAN RESOURCE MANAGEMENT-Core-4 Credits**

**OBJECTIVES:** To help the students develop an understanding of the management of human resources and develop abilities and skills required to manage them.

1. To understand the functions, systems, policies and applications of Human Resource Management in organizations with HRIS.
2. To learn the training and development methods of an organizations with the help of evaluation.
3. To realize the compensation methods and trade union using case study with practical manner in an HR department.

**UNIT I (12 Hours)**

Introduction to Human Resources Management: Context and Concept of People Management in a Systems Perspective – Organization and Functions of the HR and Personnel Department – HR Structure and Strategy; Role of Government and Personnel Environment including that of MNCs.

**UNIT II (12 Hours)**

Human Resource Information System (HRIS), Human resource Planning – Selection System including Induction –Performance and Potential Appraisal; Coaching and Mentoring; HRM issues and practices in the context of Outsourcing as a strategy and MNCs.

**UNIT III (12 Hours)**

Training and Development – Methods, Design & Evaluation of T & D Programmes; Modern apprenticeships (MA), Investors in people - Career Development – Promotions and Transfers – Personnel Empowerment including Delegation – Retirement and Other Separation Processes.

**UNIT IV (12 Hours)**

Principal Compensation Issues & Management – Designing basic pay structures – Market tracking - Job Evaluation – Productivity, Employee Morale and Motivation; Flexible working practices, Stress Management and Quality of Work Life.

**UNIT V (12 Hours)**

Trade Unions – Managing Conflicts – Disciplinary Process- Collective Bargaining – Workers and Managerial Decision Making – A Discussion on Concept, Mechanics and Experience.

**OUTCOMES:**

After completion of this course, the student will be able to develop

1. Integrated perspective on role of HRM in modern business
2. Ability to plan HR and Implement techniques of job design
3. Competency to recruit, train and appraise the performance of employees
4. Rational design of compensation and salary administration and ability to handle employee issues

**REFERENCES:**

1. *Pramod Verma*, “Personnel Management In Indian Organisations”, Oxford & IBM Publishing Co. Ltd.
2. *Venkata Ratnam C.S. & Srivatsava B.K.*, “Personnel Management and Human Resources”, Tata Mc- Graw Hill.
3. *Beardwell, Ian & Holden, Len*, “Human Resource Management: A Contemporary Prospective”, New Delhi: McMillan, (1986).
4. *Stredwick John*, “An introduction to Human Resource Management”, Elsevier, Burlington, MA(2005)
5. *Subba Rao, P*, Human Resource Management and Industrial Relations, 3<sup>rd</sup> Edition, Himalaya Publications.

## **PRODUCTION AND LOGISTICS MANAGEMENT**

### **OBJECTIVES:**

This course aims at giving an introduction on the field of Production, Operations, and Logistics to the students.

### **UNIT I:**

**(12 hours)**

Production and Operations Management – Definition – Scope – Importance. Systems View. Forecasting – Methods – Prerequisites and Pitfalls – Measures of error and correction. Plant Location – Selection techniques - Qualitative and Quantitative (new and expansion). CIM.

### **UNIT II:**

**(12 hours)**

Capacity Planning. Layout – Types – Advantages – Applicability (CRAFT - CORELAP, ALDEP). Group Technology (Cellular) Layout. Stores Location. Production Planning and Control – Aggregate Production/operation planning, Planning strategies. Master Production Schedule. Economic Batch Quantity – Joint Cycle – Multiple Products. Just-in-time and lean systems.

### **UNIT III:**

**(12 hours)**

Materials Management – MRP – Budgeting - Inventory System – P & Q Systems – ROL – ROP - Maximum and Minimum level (Under certainty). Classification of Materials (ABC, VED, and the like). Material Handling. Maintenance Management – Preventive – Breakdown.

### **UNIT IV:**

**(12 hours)**

Statistical Quality control - Acceptance Sampling - Operating Characteristic (OC) curve – QC Charts(X, R, C and the like). TQM. Quality certifications. Zero defect programme. Quality Circles. Process flow Charts. Work Study – Procedures – Applicability. Value Engineering. Industrial Safety.

### **UNIT V:**

**(12 hours)**

Overview of Logistics – Responsibilities of the logistics operator – Multi-modal challenges and opportunities – Consolidation. Supply Chain Management (SCM) – The value chain The supplier pyramid – Vendor Development – SCM measurements – drivers – strategy – push / Pull strategy - Bullwhip effect. Freight forwarding logistics – tracking of consignments – IT systems for multi-modal freight management – Warehouse management.

### **OUTCOMES:**

Students get an understanding on the fields of study in order to decide the specialization of their choice

### **REFERENCE:**

1. E.S.Buffa, Modern Production and Operations Management
2. Everet E. Adam and Ebert, Production and Operations Management
3. S N Chary, Production and Operations Management
4. Pannerselvam, Production and Operations Management
5. Ronald H., Business Logistics Management
6. N.G.Nair, Production and Operations Management

## **ENTREPRENEURSHIP**

### **OBJECTIVES:**

To understand the concept of entrepreneurship, opportunity identification, support systems and business plan. To provide an opportunity and hands-on experience in project identification and venture establishment.

### **UNIT I**

**(12 hours)**

Entrepreneurship-Concept and Definitions; Significance of Entrepreneur in Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth–Traits/Qualities of Entrepreneurs; Manager Vs. Entrepreneur. EDP Programmes.

### **UNIT II**

**(12 hours)**

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification- Sources of Information -Criteria to Select a Product- Conducting Feasibility Studies. Preparing the business plan, marketing plan, financial plan and organizational plan-Project Management.

### **UNIT III**

**(10 hours)**

Institutional support for new ventures: Institutional finance-institutional support-Incentives and subsidies. Small Scale Industry: definition-procedure for SSI registration-Development Agencies: State level and Central level.

### **UNIT IV**

**(10 hours)**

Management of Small Scale Industry-Issues in Functional areas-Reasons for failure-Rehabilitation of Sick Units-Schemes.

### **UNIT V**

**(16 hours)**

Family Business: Importance of family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business. Social Entrepreneurship: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship challenges and opportunities. Case study.

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures to be collected and discussed in the class. To provide students hands-on experience in building a entrepreneurial venture, Field Studies in Entrepreneurship may be assigned to the students. The duration of the field studies should not exceed ten days and these can be done during the weekends.

### **COURSE OUTCOMES:**

On completion of this course, the students will be able to recognise entrepreneurship, as promising career option by sensing and capitalising the environmental opportunities and to do the self analysis, environmental analysis and apply the concepts of entrepreneurship by starting the venture on their own.

### **REFERENCES:**

1. Robert D Hisrich and Michael P.Peters, Entrepreneurship, Tata McGraw Hill
2. Roy, Entrepreneurship, Oxford University Press
3. Madhurima Lall & Shikha Sahai, Entrepreneurship, Excel Books
4. Raj Shankar, Entrepreneurship-Theory and Practice,Vijay Nicole
5. Desai, Vasant Small-Scale Industries and Entrepreneurship. Himalaya Publishing House

## RESEARCH METHODOLOGY (4 CREDIT)

**LEARNING OBJECTIVES:** The course attempts to expose the research techniques to be adopted in the pursuit of research in management topic. The content is designed to deliberate to a researcher from identifying the purpose of a research, conception of the problem, development of the hypothesis, type of survey to be adopted. Finally the course deliberates on the method to process the data and present them in a report format.

**UNIT I: (12 Hours)**

Research-meaning-purpose-types. Research design- Factors affecting research design - Pure, applied, historical, analytical, descriptive and Experimental- Significance of research in social sciences- Process of research- meaning- Scientific method- Induction and deduction.

**UNIT II: (12 Hours)**

Research Problem- identification- Selection– formulation Review of literature. Hypothesis- meaning- Sources- Types- Formulation- Testing- errors Survey- Census method-sampling method(advantages and disadvantages).

**UNIT III: (12 Hours)**

Sampling-principles-design-Selectionofasample–SampleSizedetermination- Essentials of a good sampling. Methods of sampling-probability and non-probability. Sources of data-primary–secondary. Modes of data collection -analytical method - casestudy–observation-survey-Interview.Toolsofdatacollection–pre-testing(reliability, Validity and their importance)–administration(Interview Schedule, Questionnaire, Observation Chart/Sheet and Scaling techniques).

**UNIT IV: (12 Hours)**

Processing the data-editing-coding-tabulation-diagrams-statistical tools for analysis and hypothesis testing. Interpretation-Guidelines for making valid interpretation.

**UNIT V: (12 Hours)**

Report–Importance-types– format- pagination- using quotations-presenting foot notes– abbreviations- Presentation of tables and figures- referencing-documentation - Use and format of appendices-Indexing.

**LEARNING OUTCOME:** The student would be in a position to undertake any research pertaining to business issues and provide suitable solutions to the problems in a professional way along with proper report.

**REFERENCE:**

1. O. R. Krishnaswami, Methodology of Research in social Sciences, Himalaya Publishing House, Mumbai
2. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill Publishing Company Ltd. New Delhi
3. C.R. Kothari and Gourav Garg, Research Methodology– Methods and Techniques, New Age International Publishers.
4. Bill Taylor, Gautam Sinha, Taposh Ghoshal, Research Methodology–A guide for Researchers in Management & Social Sciences, Prentice Hall India Limited
5. Paneer Selvam R, Research Methodology, Prentice Hall India Limited
6. Ranjit Kumar, Research Methodology, Sage texts

## **EXECUTIVE COMMUNICATION – II**

### **LEARNING OBJECTIVES:**

Facilitating the student to develop an independent thinking and fearless expression of oneself in alignment to his goal thereby fulfilling corporate expectation.

The course is designed to be operated as a performing course to understand and develop the nuances of communication practically by the student participant. Evaluation will be done on continuous basis on all the event organised for the enhancement of communication. **(60 hours)**

### **The topics to be covered in this semester are**

1. Current Business News Presentation (Presentation on continuous basis with advancement in the content in every stage)
2. Discussions on the current news (On continuous basis)
3. Goal Setting (Improved on continuous basis)
4. Understanding self through Johari Window
5. Presentation of Self (Improved on continuous basis)
6. Attitude and approach to the project
7. Industrial Mentor finalisation for future project and placement
8. Updating on the Industry aspects for future project and placement
9. Current News Awareness on the respective in all functional areas.
10. Resume preparation for the project
11. Presentation on various requirements with respect to that of the project to the corporate.
12. Reflection and feedback by the entire participants on his/her classmate presentation.

## **BUSINESS ANALYTICS**

### **OBJECTIVES:**

The objective of the subject is to introduce the concepts of business analytics for creating an awareness of various tools to derive information to the students and to make them understand the criticality of information in business decision making

### **UNIT I**

**(12 hours)**

Data model: Hierarchical data model, Network data model, Relational data model, E-R model. Database Management Systems. Relational Database Management Systems. Security Mechanism - Authorization, Encryption, Concurrency control. Database recovery: Restore/Return, backward recovery, Forward recovery. Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata.

### **UNIT II**

**(12 hours)**

Managing Worksheets – Modifying Rows, Columns and Cells – using Formulae – AutoFill and Custom Lists - Conditional Formatting - Tables – Function in a Table – Pivot Table - Data Validation – Referencing Formulas – Ranges and Dates – Cell Names – Named Ranges – Formulas with Cell Names – Date Formulas. Lookups – VLOOKUP – VLOOKUP Exact Match – HLOOKUP – HLOOKUP Exact Match. Protecting Spread sheets –Linking External Resources –Sparkline, Inline Charts, data Charts - Recent Trends in MS Excel

### **UNIT III**

**(12 hours)**

Introduction to Cloud Computing – Linux Basics – Getting Started with Cloud Platform – Virtual Machines in the Cloud – Storage in the Cloud – Containers in the Cloud – Applications in the Cloud – Developing, Deploying and Monitoring in the Cloud – Big Data and Machine Learning in the Cloud

### **UNIT IV**

**(12 hours)**

Introduction to R – Data Structures – Help functions in R - R Studio. Introducing to Python - pygraph – NetworkX –Text Classification. Introduction to Machine Learning & AI Concepts. Business Intelligence - Definition, History, Architecture of BI, benefits of BI, Intelligence creation. Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods. Introduction to big data - Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.

### **UNIT V**

**(12 hours)**

HR analytics - Operations and supply chain analytics - Marketing analytics - Retail analytics - Supply chain risk analytics - Social media marketing - Financial risk analytics - Business forecasting and econometrics - Deep learning - Computer simulation Image and video analytics - Healthcare data analytics

### **OUTCOMES:**

The students get an idea on different possible analytic tools that give inference for the available data.

### **REFERENCES**

1. “Introduction to Econometrics”, H Stock James and W. Watson Mark
2. Josh Patterson and Adam Gibson, “Deep Learning: A Practitioner’s Approach”
3. Kirkwood C.W., Slaven M.P., Maltz A., “Improving Supply-Chain-Reconfiguration Decisions at IBM”. Interfaces 35, 460-473 2005.
4. Social Media Marketing (3e), Tuten and Solomon, 2018, Sage(<https://in.sagepub.com/en-in/sas/social-media-marketing/book257852>)
5. Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education

## OPERATIONS RESEARCH

### OBJECTIVE:

This course introduces the concepts to find optimum solution to the problems and situations

### UNIT I:

(12 hours)

Mathematical models- deterministic and probabilistic. OR and optimization models. Linear programming – formulation – graphical solution – simplex – Big M – dual of linear programming problem. EOQ (with and without discounts) – Safety Stock.

### UNIT II:

(12 hours)

Transportation model – Initial basic feasible solutions – degeneracy – Optimum solution (only for non – degeneracy) – Transshipment model. Assignment model. Traveling Sales man.

### UNIT III:

(12 hours)

Network model – Networking – CPM & PERT – Crashing – Time estimates. Waiting line models – M/M/1 for infinite population. Sequencing. Assembly Line Balancing. Scheduling.

### UNIT IV:

(12 hours)

Game theory - Pure and mixed strategy - Dominance. Dynamic Programming. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models – Spares availability.

### UNIT V:

(12 hours)

Simulation – Types of simulation. Decision theory – Pay-off tables – Decision criteria. Decision trees. Sensitivity analysis. Integer Programming.

### OUTCOMES:

The students understand the concepts that can be adopted for different situations for making optimum decisions.

### REFERENCE:

1. Handy A. Taha, Operations Research – An introduction
2. Kanti Swarup, Gupta and Man Mohan, Operations Research
3. Dharani Venkitakrishnan, Operations Research
4. Dr.J.Sharma, Operations Research
5. Operations Research, Paneerselvam
6. Vohra N.D., Quantitative Techniques in Management
7. Kalavathy S, Operations Research
8. Tulsian P.C, Vishal Pandey, Quantitative Techniques
9. Anand Sharma, Operations Research



### **EXECUTIVE COMMUNICATION – III**

#### **LEARNING OBJECTIVES:**

Facilitating the student to develop an independent thinking and fearless expression of oneself in alignment to his goal thereby fulfilling corporate expectation.

The course is designed to be operated as a performing course to understand and develop the nuances of communication practically by the student participant. Evaluation will be done on a continuous basis on all the event organised for the enhancement of communication. **(60 hours)**

#### **The topics to be covered in this semester are**

1. Reflection of the Summer project (with discussions on the Do's and Dont's
2. Final Goal fixation
3. Job-fitting resume preparation
4. Self-Introduction to marketing his/her skills and talents.
5. Management of time
6. Negotiation, persuasion and assertive communication skill and its enhancement through management games.
7. Interview and Interview Etiquettes
8. Discussion and Feedback from Industry Mentor/Mentors
9. Understanding the competitive dynamics
10. Understanding the industrial requirements from an employee
11. Understanding the entry level positions

## STRATEGIC MANAGEMENT

### OBJECTIVES:

1. To acquire an understanding of various concepts and perspectives in the strategic management process.
2. To develop the requisite skills for application of these concepts in solving the business problems.

### UNIT I

( 8 hours)

Evolution - Concept and Characteristics of strategic management – Defining strategy – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.-Vision, mission, purpose, business definition, objectives and goals .

### UNIT II

( 10 hours)

External Environmental Analysis: Segments of the External Environment- Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP) – Industry Analysis - Porter's Five Forces Model of competition  
Internal Environmental Analysis: Resource, Capabilities, Competencies and Competitive advantages. Value chain analysis-Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

### UNIT III

(12 hours)

Strategic Alternatives: Generic Competitive Strategies-Low cost, Differentiation, Focus. Grand Strategies- Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.

### UNIT IV

(12 hours)

Strategic Analysis and Choice: Portfolio Analysis-BCG Growth-Share Matrix, GE Nine Cell Matrix, Shell's Directional Policy Matrix, Corporate Parenting-Role of subjective factors.

Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioural and Functional implementation. Concept of synergy.

### UNIT V

(18 hours)

Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organizational system in evaluation.

OTHER STRATEGIC ISSUES - Managing Technology and Innovation- Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-Case Study.

A minimum of five cases encompassing the above topics to be analyzed and discussed in the class.

### OUTCOMES:

On completion of this course, the students will be able to understand the concept and meaning of strategy, its formulation, implementation and evaluation and develop strategic approaches in understanding and solving the business problems.

### REFERENCES:

1. Nag A, Strategic Management: Analysis, Implementation & Control, Vikas Publishing house
2. Rao V.S.P and Harikrishna V, Strategic Management, Excel Books
3. Azhar Kazmi, Business Policy and Strategic Management, Tata Mc Graw Hill
4. Ramasamy V S and Namakumari S, Strategic Planning-Formulation of corporate strategy, Macmillan India Ltd.
5. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education

## MANAGEMENT INFORMATION SYSTEMS

### COURSE OBJECTIVES:

1. The students can understand what is the role of information system at current scenario of businesses?
2. The course will help the students to understand the importance of information in business activities.
3. To know the how managers use information systems effectively to create competitive firms, manage global operations, and provide useful products and services to customers. To discuss current issues in information systems, including security, privacy, and ethics.

### UNIT I

12

Information System – Information System Activities and Resources – Information System: Role, Functions & Types – System Concepts – Organization as a System – Components of Information System - Management Information Systems – Need, Purpose, Objectives, Characteristics and Role – Contemporary Approaches to MIS.

### UNIT II

14

Introduction to Executive Support System (ESS) – Components of an ESS – Architecture of an ESS – Office Automation Systems (OAS)- Introduction – Limitations in the Development and Use of OAS – Office Publishing Systems – Image Processing System – Electronic Communication Systems – Electronic Office – Electronic Meeting Systems – The Automated Office – On-Line and Off – Line Data Processing - Management Information System in Functional Areas of Business: Marketing Information System – Manufacturing Information System – Human Resource Information System – Accounting Information System – Financial Information System.

### UNIT III

12

Decision Support System: Decision Making Process – DSS Components – The Structure of Decision Support Systems – Fundamental DSS Program Structure - What if Analysis – Sensitivity Analysis – Goal Seeking Analysis – Artificial Intelligence Technologies in Business: Neural Networks – Fuzzy Logic Systems – Genetic Algorithms – Expert Systems – On – Line Analytical Processing – Data Warehousing - Data Mining – Business Intelligence Tools in Supporting Management Decision Making.

### UNIT IV

12

Managing Information Technology: Managing Information Resources and Technologies – Information Systems Architecture and Management – Centralized, Decentralized and Distributed – EDI – MIS and Mobile Computing – Virtual Organizations.

### UNIT V

10

Security and Ethical Challenges: Ethical Responsibility of Business Professionals – Risks to Online Operations – Computer Crime – Denial of Service – Spoofing - Hacking – Privacy – Societal Challenges of Information Technology.

**TOTAL: 60 PERIODS**

### OUTCOMES:

Gain knowledge on how information systems are used effectively in organizations for achieving goals. Students gain knowledge on how modern information technology to solve the business problems.

### REFERENCES:

1. James A. O' Brien and George M. Marakas“ Management Information Systems”, Tata McGraw-Hill Publishing Company Limited,New Delhi, Seventh Edition, 2008.
2. Kenneth C. Laudon, and Jane P.Laudon, “Management Information Systems” – Managing the Digital Firm, Prentice - Hall of India Private Limited, New Delhi, Tenth Edition, 2008.
3. Hitesh Gupta, “Management Information System” – An Insight, International Book House Pvt. Ltd., New Delhi, Revised Edition, 2013.
4. Waman S.Jawadekar, “Management Information Systems” – Text and Cases, Tata McGraw – Hill Publishing Company Limited, New Delhi, Third Edition, 2008.
5. C.S.V. Murthy, “Management Information Systems” – Text & Applications, Himalaya Publishing House, Mumbai, Reprint, 2010.

## GLOBAL BUSINESS ENVIRONMENT (3 CREDIT)

### LEARNING OBJECTIVES:

The course attempts to expose the nuances of the global business environment such as the foreign trade, the theories associated with it, organisations that are promoting the world trade. It also elaborates on the different environmental components that has their effect on the global business.

**UNIT I:** Module M1 –M7 of E-Pathsala  
<https://epgp.inflibnet.ac.in/ahl.php?csrno=438>.

**(9 Hours)**

**UNIT II:** Module M8 –M14 of E-Pathsala  
<https://epgp.inflibnet.ac.in/ahl.php?csrno=438>.

**(9 Hours)**

**UNIT III:** Module M15 –M21 of E-Pathsala  
<https://epgp.inflibnet.ac.in/ahl.php?csrno=438>.

**(9 Hours)**

**UNIT IV:** Module M22 –M28 of E-Pathsala  
<https://epgp.inflibnet.ac.in/ahl.php?csrno=438>.

**(9 Hours)**

**UNIT V:** Module M28 –M35 of E-Pathsala  
<https://epgp.inflibnet.ac.in/ahl.php?csrno=438>.

**(9 Hours)**

### LEARNING OUTCOME:

The student would be in a position to understand the various international aspects related to business and would help him to take a career with international focus.

**Electives – Third Semester**  
**A. ENTREPRENEURSHIP**  
**SMALL BUSINESS MANAGEMENT (3 Credits)**

**OBJECTIVES:**

The course enables the students to know the importance of small business in a developing economy like India. It motivates the students to start small scale business.

**UNIT I: (9 Hours)**

Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

**UNIT II: (9 Hours)**

Dynamics of Small Business Concepts and Definitions of Small Enterprises – Role of Small Enterprises – Government Policy and Development of Small Enterprises – Growth and Performance Small Enterprises – Problems of Small Enterprises – Sickness of Small Enterprises: Causes, Symptoms and Cures – Prospects of Small Enterprises in free Economy.

**UNIT III: (9 Hours)**

Institutions Supporting Small Business Central, State and Other Institutional Support for Small Enterprises – Technological Upgradation and Institutional facility for Small Enterprises – Incentives and Subsidies for Small Enterprises

**UNIT IV: (9 Hours)**

Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

**UNIT V: (9 Hours)**

Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

**OUTCOMES:**

The student would be able to read the market conditions and manage the competitive environment by taking suitable decision pertaining to market the products.

**REFERENCES:**

1. The Essence of Small Business -Barrow C., Prentice Hall of India, New Delhi, 1997.
2. Economics of Small Scale Industries-BedapataiMohanty, Ashish, New Delhi, 1986
3. Entrepreneurship Development and Small Business Enterprises -Charantimath P.M., Pearson Education, New Delhi, 2006.
4. Small Business Management: A Planning Approach -Cormon J and Lussier R.N., IRWIN, London, 1996

### **NEW VENTURE CREATION (3 Credits)**

#### **OBJECTIVES:**

The course intends to enable, recognize and shape various opportunities for new venture. It facilitates the student to develop a credible business plan for real life situations and help to explore the challenges of starting new ventures.

#### **UNIT I:**

**(9 Hours)**

Concept of entrepreneurship, entrepreneur's role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention, entrepreneurial orientation, type of entrepreneurship, Understanding the entrepreneurial perspective in individuals, developing creativity and understanding innovation, Importance of entrepreneurship.

#### **UNIT II:**

**(9 Hours)**

Environmental Scanning and Analysis, understanding a gap, identifying an idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analysing. Evaluating venture opportunities and develop start-up strategy. Feasibility analysis and risk-taking ability.

#### **UNIT III:**

**(9 Hours)**

An overview of start-up finance and sources of finance. Industry and Competitor Analysis, Understanding the business model and financial projections—how to forecast expenses and revenue. Gathering the resources, developing entrepreneurial marketing and operational plan. Role of government institutions.

#### **UNIT IV:**

**(9 Hours)**

The importance of team, forming and building team. Examining sample business plans and writing business plan. Understanding the investor's perspective and presenting the business plan. Valuation of business plan.

#### **UNIT V:**

**(9 Hours)**

Legal issue and other formalities. Legal forms of new venture. The Importance of Intellectual Property. Future scopes of the new venture. Ethical aspects and sustainability of Entrepreneurship.

**OUTCOMES:** The would be in a position to convert his imagination of starting a new venture into a reality.

#### **REFERENCES:**

1. Entrepreneurship New Venture Creation - Holt H. David Published by Prentice-Hall (2005)
2. Entrepreneurship - Histrich D. Robert and Peters P. Michal Shepherd A Dean Published by McGraw Hill (2007).
3. New Ventures Management: Entrepreneur Road Map - Kuratko F. Donald and Hornsby S. Jeffery Published by Pearson Education (2009).
4. New Business Ventures and the Entrepreneur -Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. Published by McGraw-Hill, (2000).

## **SOCIAL ENTREPRENEURSHIP (3 Credits)**

### **OBJECTIVES:**

The course intends to describe social entrepreneurship and characteristics of social entrepreneurs and its need in the modern society. The course further aims to demonstrate on the skills, system thinking needed for social innovation. The course attempts to facilitate the student to develop write and present a social project proposal and business plan. The course propose to exhibit the case studies pertaining to Social entrepreneurship in India and world.

### **UNIT I: (9 Hours)**

Definition - Introduction of Social Entrepreneurship and Social entrepreneurs, Social Enterprises, Necessity of a Social Change Project. Opportunity for Social Enterprises in India and World. Skill set and Thinking system of a social entrepreneurs.

### **UNIT II: (9 Hours)**

Business Plan for the development of social enterprises-Identification of social problem, Identification of opportunity for social enterprises. Idea generation for solving the problem-Value proposition of the project - Business Viability of the project.

### **UNIT III: (9 Hours)**

Technology requirement for Social Entrepreneurship project, Assessment of Ventures, Market viability and strategies, Funding for Social enterprises-Funding sources for social enterprises.

### **UNIT IV: (9 Hours)**

Development of an effective Business Model, Social impact assessment on the innovation-Challenges in starting and running social enterprises. Creation of a social enterprise, Legal forms of Social enterprises-For profit-Not for profit enterprises.

### **UNIT V: (9 Hours)**

Case Studies of Innovative social ventures in India and World. Case of Aravind Eye Hospital, Case of Arunachalam Muruganandham. Case on Grameen Bank, Bangladesh, Jibu: A water solution. Other case studies.

**OUTCOMES:** The course would make the student to be an entrepreneurs with a good degree of social cognizance.

### **REFERENCES:**

1. Social Entrepreneurship - C. Paramasivan published by New Century Publications (2106)
2. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018)
3. Entrepreneurship – Robert. D. Hisrich, Michael. P. Peters, Dean. A. Shepherd Published by Tata Mc Graw Hill.
4. Building Social Business by Muhammad Yunus
5. Infinite Vision : How Aravind Became The World's Greatest Business Case For Compassion by Suchitra Shenoy and Pavithra K. Mehta

## **MARKETING FOR ENTREPRENEURS (3 Credits)**

### **OBJECTIVES:**

The course enables the students to know the importance of marketing for the development of his/her business in a developing economy like India. It facilitates the students to devise strategy suitable to the market under purview.

### **UNIT I: (9 Hours)**

Basics of Marketing, Importance of Marketing for Entrepreneurs, Introduction to the marketing strategy for Entrepreneurs. Assessment of current market situation, Marketing Gap Identification and Analysis. Societal Marketing Concept for Entrepreneurs, Marketing Research for Entrepreneurs.

### **UNIT II: (9 Hours)**

Understanding Customer expectation, Customer value proposition identification, New Product Design and Development, Competitive Advantage creation, Segmentation of market, Target market identification and Positioning

### **UNIT III: (9 Hours)**

Competitive price analysis, Pricing of the product- Pricing objectives and strategies for the market, Distribution channel design and management, Franchising, E-Commerce

### **UNIT IV: (9 Hours)**

Brand Management - Branding strategy, Brand Development, Brand Building Advertisement – Objectives, strategies, Advertisement Management and media planning and Promotional – Objectives, strategies and Promotional mix.

### **UNIT V: (9 Hours)**

Marketing organisation-Design and Management, Developing a Marketing Plan. Effectiveness study of the marketing program. Marketing Budget, Emerging trends in the market and future requirement analysis.

### **OUTCOMES:**

The student should be able to apply the marketing techniques in a real business situation. Evaluate how contemporary marketing techniques can be used for maximizing entrepreneurial success.

### **REFERNCES:**

1. Marketing Management by Philip Kotler
2. Principles of Marketing: A Global Perspective by Philip Kotler
3. Blue Ocean Strategy by Renée Mauborgne and W. Chan Kim



**B. FINANCE**  
**PRINCIPLES OF INSURANCE**

**OBJECTIVES:** The objective of this course is to understand the students about the basic principles of insurance, importance of insurance, life and non-life insurance, various insurance products and general insurance policies.

**UNIT I** **7**

Indian Insurance Industry: Overview of the Indian Insurance Market – Reforms in the Insurance Sector – Privatization and Liberalization India – New Entrants to the Indian Insurance Market - Concept and Nature of Insurance: Role of Insurance – Factors Influencing Demand for Insurance – Principles of Insurance.

**UNIT II** **10**

Insurance Contracts and Provisions: Regulation of Insurance Business in India – Legal Framework of Insurance Business – Indian Contract Act, 1872 – Laws Concerning Insurance – Insurance Contracts – Important Features – Primary Insurance Laws: Insurance Act, 1938 – Life Insurance Corporation Act, 1956 – General Insurance Business (Nationalization) Act, 1972 – Insurance Regulatory and Development Authority Act, 1999.

**UNIT III** **10**

Principle of Utmost Good Faith – Principle of Insurable Interest – Principle of Indemnity – Doctrine of Subrogation – Principle of Proximate Cause - Introduction to Life Insurance: Features of Life Insurance – Benefits of Life Insurance – Classification of Insurance – Risk Classification and Life Insurance: Types of Risk – Risk Information Sources – Methods of Risk Classification – Age Proof – Medical Examination – Documents Used in Life Insurance – Nomination – Surrender Value.

**UNIT IV** **9**

Life Insurance Products: Approaches to Valuation – Types of Policies – Term Life Policies – Whole Life Insurance Policies – Endowment Insurance Policies – Money Back Policies – Unit Linked Policies - Annuity & Pension Policies – Non – Life Insurance and its Products – Fire Insurance – Marine Insurance – Miscellaneous Insurance.

**UNIT V** **9**

Group Insurance: Importance of Group Insurance Schemes - Main Features of Group Insurance Schemes-Eligibility Conditions in Group Insurance - Different Types of Group Insurance Schemes-Introduction to General Insurance Policies-Historical Framework of General Insurance in India - Health Insurance: What & Why of Health Insurance - Evolution and Growth of Health Insurance in India-Health Insurance Schemes.

**OUTCOMES:** The students should possess good knowledge in insurance as well as can able to use insurance as a tool to manage personal and /or group assets.

**TOTAL: 45 PERIODS**

**REFERENCES:**

1. Alka Mittal and S.L.Gupta, “Principles of Insurance and Risk Management”, Sultan Chand & Sons, New Delhi, Third Revised and Enlarged Edition, 2013.
2. P.K.Gupta, “Insurance and Risk Management”, Himalaya Publishing House, Mumbai, Second Edition, 2010.
3. Mark S.Dorfman, “Introduction to Risk Management and Insurance”, PHI Learning Private Limited, New Delhi, Ninth Edition, 2008.
4. M.N.Mishra and S.B.Mishra, “Insurance Principles and Practice”, S.Chand & Company Ltd., New Delhi, Fourteenth Edition, 2007.
5. Anand Ganguly, “Insurance Management”, New Age International (P) Ltd., 2017.

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### OBJECTIVES:

The objective of this course is to understand the students about Indian securities market, SEBI, operations of stock exchanges, the risks and returns associated with investing securities and investment decisions pertaining to various financial assets. Also it aims at providing an in – depth knowledge of the theory and practices of portfolio management.

### UNIT I 9

Investment versus Speculation – Characteristics and Objectives of Investment - Investment Avenues – Risk and Return - New Issue Market - Secondary Market - Stock Market Indices - Indices Calculations - Listing of Securities BSE and NSE - Securities and Exchange Board of India.

### UNIT II 9

Fundamental Analysis - Economic Analysis - Forecasting Techniques - Industry Analysis - Industry Classification - Industry life cycle - Company Analysis - Measuring Earnings - Forecasting Earnings – Applied Valuation Techniques.

### UNIT III 9

Technical Analysis - Charting Methods - Market Indicators – Trend - Trend Reversals – Patterns - Moving Average- Exponential Moving Average – Oscillators – MACD - RSI.

### UNIT IV 9

Efficient Market Theory - Efficient Market Hypothesis – Weak Form - Semi Strong Efficient - Strongly Efficient Hypothesis - Implications of Risk Return Analysis, Arbitrating Theory – Two Factor Model Only- Derivative Trading - Buyback of shares.

### UNIT V 9

Capital Asset Pricing Model – Portfolio Theory - Asset Pricing Theories - Risk Return Expectations - Investment Goals and Constraints - Asset Allocation - Portfolio Strategy- Portfolio Revision - Portfolio Insurance - Performance Analysis - Equity Portfolio Management- Bond Portfolio Management - Individual Portfolio Management - Warrants and Convertible Debentures - Portfolio Management Services.

**TOTAL: 45 PERIODS**

### OUTCOMES:

1. The student will be able to understand the various alternatives available for investment.
2. To transform the students become a successful investment analyst.

### REFERENCES:

1. Donald E. Fischer and Ronald J. Jordan, “Security Analysis and Portfolio Management”, Pearson Prentice Hall, Eighth Edition, 2011.
2. S. Kevin, “Security Analysis & Portfolio Management”, Prentice - Hall of India Pvt. Ltd, New Delhi, 2012.
3. Prasanna Chandra, “Investment Analysis and Portfolio Management”, McGraw-Hill Education (India) Private Limited, Chennai, Fifth Edition, 2017.
4. V.K.Bhalla, “Investment Management”, S.Chand & Company Ltd, New Delhi, Fourteenth Edition, 2008.
5. Reilly & Brown, “Investment Analysis & Portfolio Management”, South Western-Cengage Learning, Tenth Edition, 2016.

### **PROJECT FINANCE-Elective-3 Credits**

#### **OBJECTIVES:**

1. Understand and apply the sequential steps of the project management framework.
2. Understand the importance and function of project management and apply the project process of initiating, planning, executing, controlling and closing the project.
3. Apply knowledge and skills to manage the project scope, project time and work flow, project cost and budgets, project resources, project quality, project human resource requirements, project communication project changes and project risk management.

#### **UNIT I: (9 Hours)**

Project Management - Project Organization - Establishing a new project - Defining the project - Product specification.

#### **UNIT II: (9 Hours)**

Project planning - procedure - application of network analysis for project planning critical path method - principle construction - uses program evaluation and review techniques - Time/Cost trade off - probability of completion of project.

#### **UNIT III: (9 Hours)**

Technical analysis - location size production technology, equipment – supplementary engineering works - efficient disposal system - layout of site - building and plant – work schedule.

#### **UNIT IV: (9 Hours)**

Project cost analysis - project estimation time / cost overrun of the project – task classification - estimation forms - cost estimation (Material, Labour, Production cost, Overhead cost) - cost of production - working capital cost for projects.

#### **UNIT V: (9 Hours)**

Resource allocation and resource smoothening. Investment analysis - alternate of investment proposal, Source of finance for projects - bankers view of financing.

#### **COURSE OUTCOMES**

Upon successful completion of this course, the student will be able to:

1. Understand tools and considerations used in assessing and selecting suitable projects.
2. Appraise the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.
3. Evaluate a project to provide cost estimates and to plan the various activities
4. Develop team building skills required to support successful performance.

#### **REFERENCE:**

1. Gido I Clements, “Project Management”, Cengage Learning Publishing, India.
2. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Implementation and Review” TMH, New Delhi.
3. R. Panneerselvam & P. Senthilkumar, “Project Management” PHI Learning Pvt. Ltd., New Delhi.
4. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process” Tata Mcgraw-Hill Publishing Co Ltd.
5. Promod Mantravadi, K Seethapathi, “Project Management” Vol 3, First Edition 2002.

## FINANCIAL SERVICES

### COURSE OBJECTIVES:

1. The course will help the students understanding of various Financial Services.
2. To give a clear understanding and knowledge of Financial Services in the present scenario.
3. To know the current structure and regulation of the Indian Financial Service Sector.
4. To understand procedures and steps involved in handling Financial Services.

### UNIT I

9

Financial Services - Nature and Scope of Financial Services - Various Types of Financial Service – Regulatory Frame Work of Financial Services – Growth of Financial Services in India - Characteristics and Role of Financial Intermediaries. Depository Institutions and Financial Services - Non-Depository Institutions and their Role.

### UNIT II

9

Credit Rating – Meaning, Functions, Credit Rating Process – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring – Hire Purchase – Determination of EMI – IRR – Flat rates – Floating rates.

### UNIT III

9

Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – Types of Leases – Tax and Legal Aspects of Leasing – Leasing Agreements – Evaluation of a Lease Agreement From Both the Lessee’s and Lessor’s Point of View.

### UNIT IV

9

Insurance – Insurance sector Reforms – Role of IRDA - Life and General – The concept of Premium, Risk and Return – Mutual Funds – Functions – Guidelines for Mutual Funds - Working of Public and Private Mutual Funds in India. Schemes – Risk and Return – De-mat Services – The Role of NSDL and CSDL.

### UNIT V

9

Startup Capital – Startup India Scheme – Government Schemes for Startups - Business Opportunity Identification - Business Idea Generation - IPR/Patenting Laws - B-Plan and Feasibility - Start-up Finance - Launching and Sustaining Start-ups.

**TOTAL: 45 PERIODS**

### COURSE OUTCOME:

1. To gain good knowledge on financial services activities.

### REFERENCES:

1. M.Y.Khan, “Financial Services”, Tata McGraw-Hill Publishing Company Limited, New Delhi, Twelfth Edition, 2012.
2. Dr.S.Gurusamy, “Financial Services”, Tata McGraw-Hill Publishing Company Limited, New Delhi, Second Edition, 2009.
3. Nalini Prava Tripathy, “Financial Services”, PHI Learning, First Edition, 2007.
4. Dr. Vasanth Desai, “Financial Markets and Financial Services”, Himalaya Publishing House Mumbai, First Edition, 2010.
5. K.Sasidharan & Alex K.Mathews, “Financial Services and System”, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.
6. Website of Startup India.

## INTERNATIONAL FINANCIAL MANAGEMENT

### UNIT I (9 hours)

An overview of International Finance – Importance, Uniqueness, Rewards and Risks, Balance of trade, Balance of Payments, Theories of Foreign Exchange mechanism, Brettonwood System, Various exchange rates, Exchange control regulations in India, Foreign Exchange Dealers Association of India (FEDAI), Foreign Exchange Management Act (FEMA), Reserve Bank of India (RBI), LERMS

### UNIT II (9 hours)

Letter of credits, INCO Terms, Methods of payments used in Foreign Trade, Shipping documents in foreign trade: Various types of invoices, marine insurance policy, Bill of lading, Certificate of Origin, Analysis Certificate, Packing list, Weight list and such other relevant documents

### UNIT III (9 hours)

International Parity Conditions – Fundamental Principles, Purchasing Power Parity, Managing Foreign Exchange Risk and Exposure – Accounting, Real Operating exposures, Risks speculation, Market efficiency

### UNIT IV (9 hours)

An overview of Derivatives: Forwards, Options and Futures – Types of options and futures, Factors influencing, links between futures market organization, Commodity Exchanges Emerging Scenario, and Scope in India.

### UNIT V (9 hours)

International Investment and Financing - Euro currencies and Instruments, Cash Management, Transaction Costs, Transfer Pricing, Capital Markets, FDI International Country Risks Equity and Long term debt financing.  
International Financial Institutions

### REFERENCE:

1. *C. Jeevanandam*, “Foreign Exchange and Risk Management”
2. *Alan C Shapiro*, “Wiley International Finance”
3. *Maurice Levi*, “International Finance”, McGraw Hill
4. *Eun and Resnick*, “International Finance”, McGraw Hill
5. *Hull*, “Futures, Options and Derivatives”, McGraw Hill

## C. HUMAN RESOURCE

### KNOWLEDGE MANAGEMENT-Elective-3 Credits

#### OBJECTIVES:

1. To equip the students with competencies to manage themselves in organizations with a scientific outlook towards knowledge management with best strategic dimensions
2. To learn the architecture of the knowledge management system process and implementation model using with the balanced scorecard method
3. To identify the various tools and techniques of knowledge management and develop the mechanism using data mining
4. To learn the measurement systems with knowledge audit and facilitate practices in the globalised era

#### UNIT I

(9 Hours)

Introduction: Overview of Knowledge Management (KM): Data, Information and Knowledge; History of Knowledge Management, Importance of KM, Information Management and KM; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management.

#### UNIT II

(9 Hours)

Strategic Dimensions of KM: KM Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy.

#### UNIT III

(9 Hours)

KM System: KM Processes; KM Systems: Types of Knowledge Systems, KM Architecture, KM System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC); Challenges and barriers to KM Systems, Drivers of KMS.

#### UNIT IV

(9 Hours)

Tools and Techniques in KM: Knowledge Management Mechanisms and Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to support knowledge work.

#### UNIT V

(9 Hours)

Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations.

#### COURSE OUTCOME:

After completion of this course, the student will be able to

1. To know the knowledge management with different strategic dimensions
2. To analyze the knowledge management system process and implementation model and KM architecture
3. To know the tools and techniques of knowledge management for further development of the mechanism
4. To design the KM with the measurement systems and practice to the world

#### REFERENCES:

1. Elias M Awad, Hassan M Ghaziri, Knowledge Management, PHI.
2. Fernandez A C, Knowledge Management, Pearson Education.
3. Anu Singh Lather, Anil K Saini and Sanjay Dhingra Ed., Knowledge Management, Macmillan.
4. Warier, Sudhir, Knowledge Management, Vikas Pub. House.
5. KimizDalkir, Knowledge Management in Theory and Practice, PHI.

**PERFORMANCE MANAGEMENT-Elective-3 Credits**

**COURSE OBJECTIVES:**

1. This course is designed to provide students practical skills in performance management and appraisal concepts and practices.
2. It is relevant to the development, implementation and maintenance of effective policies, procedures and practices in the management of performance.

**UNIT I**

**(9 Hours)**

Concept, Principles and Contribution of Performance Management - Dangers of poorly implemented performance management system - Contributions of Performance Management - Background to Performance Management - Performance Management and Performance Appraisal - Strategic issues in moving from Performance. Appraisal to Performance Management - Concerns of Performance Management - Ethical considerations - Legal Issues in Performance Management

**UNIT II**

**(9 Hours)**

Model and Process of Performance Management-Performance Management Cycle - Role definition-Personal Development Plan-Performance Agreement-Performance Review - Balance Scorecard approach to PMS-Benchmarking process, industry best practice

**UNIT III**

**(9 Hours)**

Performance Appraisal System - Meaning, Features and Objectives of Performance Appraisal - Factors affecting Performance Appraisal - Benefits of Performance Appraisal - Problems with Performance Appraisal - Essentials of a Good Appraisal System - Evaluation of a Performance Appraisal System.

**UNIT IV**

**(9 Hours)**

Appraisal Methods on the basis of approaches - Ranking - Forced Distribution - Paired Comparison - Check List - Critical Incident - graphic Rating Scale - BARS - MBO - Human Resource Accounting - 360 degree Feedback - Concept of Potential Appraisal - Requirements for an Effective Potential Appraisal System - Performance Appraisal and Potential Appraisal.

**UNIT V**

**(9 Hours)**

Competency Mapping: Concept of Competency and Competence - Constituents of Competence - Types of Competencies - Competency Management - Significance of competency - based Performance management - Competency based performance management strategy - intervention and drivers.

**OUTCOMES:**

After completion of this course, the student will be able to

1. Identifying the elements and describe the purpose of a performance management system
2. Identifying different types of reward systems, performance appraisals, analyzing performance through various measuring tools
3. Outline the process of designing and implementing a performance management system
4. Developing and implementing performance consultation

**REFERENCE:**

1. Michael Armstrong, Performance Management – Key Strategies and Practical Guide, Kogan Page.
2. Seema Sanghi, The Handbook of Competency Mapping, Response Books
3. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007.
4. Srinivas R. Khandula, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
5. Herman Aguinis, Performance Management, Pearson Education, 2008.

## **TRAINING AND DEVELOPMENT**

### **COURSE OBJECTIVE:**

1. To implement learning theories and apply them in training delivery
2. To demonstrate use of various training methods in conducting training programs
3. To identify training needs, design and develop appropriate training programs and implement them
4. To evaluate training programs and the return on investment made in training

### **UNIT I**

**(9 Hours)**

The training Context: Nature and Scope of Training, Training Challenges and trends, forces influencing working and learning, Role of Training in Organizations, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

### **UNIT II**

**(9 Hours)**

Training Needs Analysis (TNA): The Process and Approaches of TNA, Organizational Analysis, Requirement Analysis, Task Knowledge, Skill and Ability Analysis, Person Analysis, Team Work for conducting Training Needs Analysis, TNA and Training Process Design, Output of TNA.

### **UNIT III**

**(9 Hours)**

Training Design and Delivery: Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee. Transfer of Training: Conditions of Transfer, Facilitation of Transfer with focus on organization intervention.

### **UNIT IV**

**(9 Hours)**

Training Implementation and Evaluation: Training Methods, Training Aids, Rational for evaluation, Resistance to training evaluation, types of evaluation, Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

### **UNIT V**

**(9 Hours)**

Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning. Areas of organizational Training: Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

### **COURSE OUTCOME:**

After completion of this course, the student will be able to

1. Understand basic concepts associated with learning process, learning theories, training and development
2. Understand training needs, identification of training needs, training processes, training methods and evaluation of training
3. Emerging trends in training and development
4. Relevance and usefulness of training expertise in the organizational work environment

### **REFERENCES:**

1. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill.
2. Rathan Reddy B, Effective Human Resource Training & Developing Strategy, Himalaya.
3. Rolf Lynton, UdayPareek, Training and Development, Sage.
4. PanduNaik G. Training and Development, Excel Books
5. Rishipal, Training and Development Methods, S.Chand & Co. Ltd.



**ORGANISATION CHANGE AND DEVELOPMENT -Elective – 45 Credits**

**COURSE OBJECTIVE:**

- 1) To know the process of implementing change
- 2) To learn about the Technological change
- 3) To assess development after change

**UNIT I (9 Hours)**

Organisational change : concept and significance – Managing change : concept of analyzing the environment- perspectives of change – implication of change

**UNIT II (9 Hours)**

Types of change – Levels of change- Organisational performance change –Knowledge change –Individual behavior change

**UNIT III (9 Hours)**

Implementing change – Steps assembling a change – setting up of change teams – Alligning structure – system and resources – Absorbing changes into organisation

**UNIT IV (9 Hours)**

HR and Technological change : Introduction special features of new technology – Organisational implication of technological change - Employee empowerment – Emotional intelligence : Employee productivity, Managing work stress.

**UNIT V (9 Hours)**

Organisational Development : Concept and Evolution – OD Intervention – Team building – Indian experience of OD in public and private enterprises

**COURSE OUTCOMES**

- 1 Understanding and managing organizational change
- 2 Understanding the success and failure of systems development
- 3 Understanding clear vision about organizational change sustainable

**REFERENCE**

- 1) Bhatia S K, Management of Change and Organisation Development, Deep and Deep publishers.
- 2) Amitab Mehta, Organisation Development Principles, Process and Performance,
- 3) Global India Business Publications, New Delhi.Kavita Singh, Organizational Change and Development, Excel Books.
- 4) Anjali Ghanekar Essentials of Organizational Development, Everest Publishing House.
- 5) Cummings and Worely, Organization Development and Change, Cengage learning

**HUMAN RESOURCE INFORMATION SYSTEM - Elective - 45 Credits**

**OBJECTIVE:**

- 1) To know about Human Resource Information System
- 2) To implement HRIS in HRM practices
- 3) To learn the problems of HRIS during implement

**UNIT I (9 Hours)**

Human Resource Information System –Concept – Structure and Mechanism – Programming Dimensions of human resource manager – Survey of software packages for HRIS

**UNIT II (9 Hours)**

Data Management for HRIS – Design of HRIS- Relevance of Decision making – HRM needs Analysis – Concept and Mechanisms

**UNIT III (9 Hours)**

HR Management process- HR planning, Recruitment, Selection, Placement, Performance Appraisal system – Training and Development - Information system support for planning and control.

**UNIT IV (9 Hours)**

Human Resource Information System– Organisation structure and Related Management process- Communication process – Organisation culture and power –Behavioural patterns of HR.

**UNIT V (9 Hours)**

Common problems during IT Adoption – Efforts and process to overcome – HRIS and Employee legislation – An Integrated view of HRIS

**COURSE OUTCOME:**

- 1 Understand the HRIS Data Management
- 2 Learn IT Adoption problems
- 3 Develop the process of Application in relevant Areas

**REFERENCE:**

- 1) Wayne F Cascio, Ranjeet Nambudiri,, Managing Human Resources, Tata McGraw Hill
- 2) Michal. J . Kavanagh ,Mohan Thite , Human Resource Information System
- 3) Alfred J. Walker, Hand book of Human Resource Management Information System

## **D. MARKETING**

### **SOCIAL MEDIA MARKETING**

**OBJECTIVES:** The objective of this course is to create knowledge on different trends in social media and its advantages towards practicing the business especially in marketing function of an organisation.

#### **UNIT I (6 Hours)**

Introduction to the class – Social Media – Fifth P of marketing – Managing Information – Social Media Sites

#### **UNIT II (10 Hours)**

Social media marketing – strategic process – campaigns – Social consumers – Social media marketing segments – Digital consumers – Diffusion of innovation in a wired world

#### **UNIT III (10 Hours)**

Content Management - Touchpoint analysis – Scheduling - Creating content - Managing content programs

#### **UNIT IV (8 Hours)**

Digital community – social community – Social publishing - Blogs – Influencers – Podcasting – Facebook – Twitter – Google+ - SEO – Youtube – LinkedIn – Pinterest – Collaborative marketing – Crowd sourcing

#### **UNIT V (11 Hours)**

Social analytics - Measuring – Monitoring - Monetising – ROI – Metrics – Ethics and Social Responsibility – Legal aspects of social media

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After understanding this course the students could able to understand the different types of social media and its practicality in using it towards framing marketing strategies and to know the corresponding business metrics and decisions.

#### **REFERENCES:**

1. *Jan Zimmerman*, Social Media Marketing, For Dummies., 2016
2. *Dave Evans*, Social Media Marketing- The Next Generation of Business Engagement, 1<sup>st</sup> Edition, Wiley India., 2016
3. *Shiv Singh*, Social Media Marketing, For Dummies, 2015
4. *Puneet Singh Bhatia*, Fundamentals of Digital Marketing, 1<sup>st</sup> Edition, Pearson Education, 2017
5. *Gary Clyne*, Social Media Marketing, 1<sup>st</sup> Edition, Published on Amzon.com., 2019

## INTEGRATED MARKETING COMMUNICATION

**OBJECTIVES:** The objective of this course is to make the students understand the concepts, theories and strategies of different promotional strategies that an organisation can practice with regard to the types of business and also to inculcate the current trends in practical scenario with appropriate examples.

### **UNIT I (8 Hours)**

Marketing definition – Traditional VS Modern practices – Marketing communication – Traditional VS Modern practice – Integrated Marketing approach – Integrated Marketing communication – Elements of Integrated Marketing Communication

### **UNIT II (12 Hours)**

Promotion Mix Tools - Factors influencing promotion mix - Promotional mix strategies - Advertising - Meaning – Objectives – Importance - Classification of advertisement - Economic and social Effects of Advertising - Organization of Advertising Department - Advertising Agency Management -Campaign Planning - Advertising Budget

### **UNIT-III (10 Hours)**

Sales promotion Objectives – Tools – Planning - Implementation and Control - Evaluation of Sales Promotion - Personal selling – Sales force Design – structure and compensation - Negotiation – Models – Strategy – Tactics - Customer Relationship Management

### **UNIT IV (8 Hours)**

Direct marketing – Internet sales – catalog – Direct response methods – shopping channels – Telemarketing – Event Management - Public relations – public relations Vs advertisement – Objectives – Tools - Media and Message - Publicity vehicles - Evaluation of Public Relations

### **UNIT V (7 Hours)**

IMC design – IMC audience contact tools – IMC plan – Media Management – Ethics and social responsibility in campaigns – Evaluating marketing communication programs

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After having the knowledge on this course the students could able to devise various promotional schemes as per business types and implement efficiently as per the practical relevance to succeed in the business ethically

### **REFERENCES:**

1. *John.J.Burnett*, Promotion Management, 3<sup>rd</sup> Edition, A.I.T.B.S., 2009
2. *Duncon*, Integrated Marketing Communications, 3<sup>rd</sup> Edition, TMH., 2014
3. *Kenneth Blown & Donald Bach*, Integrated Marketing Communications, 2<sup>nd</sup> Edition, PHI., 2016
4. *Vernon Fryburger*, Advertising – Theory & Practice, 4<sup>th</sup> Edition, A.I.T.B.S., 2009
5. *George E. Belch & Michael E. Belch*, Advertising and Promotion: An Integrated Marketing Communications Perspective, 5<sup>th</sup> Edition, TMH., 2012

## MARKETING RESEARCH

**OBJECTIVES:** The objective of this course is to make the students understand the concepts, theories and applications of doing research in marketing aspects systematically according relevance and also to create knowledge in the current research methodologies.

### **UNIT I (6 Hours)**

Introduction to marketing research – Management Vs marketing research – Marketing research process –Scope and applications

### **UNIT-II (8 Hours)**

Scientific method and Research Design– Types of research – Methods of collecting data-Secondary data- Primary Data-Measurement and Scaling- Attitude Scales

### **UNIT-III (12 Hours)**

Sampling design- Application of sampling to marketing problems-use of observation– questionnaire method – methods of communication – questionnaire construction procedure – Attitude measurement – Field work procedure - Data Processing-Tabulation of Data

### **UNIT-IV (9 Hours)**

Data analysis – Test of significance – Chi square – cross tabulation – Correlation – Regression – Cluster analysis – Factor analysis – Conjoint analysis-Research Report

### **UNIT-V (10 Hours)**

Application of MR- Rural Marketing Research-identifying market segments - New Product Development and Test Marketing - Advertisement Research - Sales Analysis and Forecasting Research

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** After understanding this course the students could able to carry out research works systematically and generate reports as and when required by the organization in order to make efficient decisions.

## REFERENCES

1. *Rajendra Nargundkar*, Marketing Research, 4<sup>th</sup> Edition, Tata Mc-Graw Hill Education.,2014
2. *Harper W Boyd, Ralph Westfall, Stanley F Stasch*, Marketing Research, 4<sup>th</sup> Edition, A.I.T.B.S., 2009
3. *GC Beri*, Marketing Research, 4<sup>th</sup> Edition, Tata Mc-Graw Hill Education., 2011
4. *Avinash Kapoor, Chinmaya Kulshresta*, Marketing Research, 2<sup>nd</sup> Edition, Excel Books., 2010
5. *Naresh K Malhotra, Sathyabushan Dash*, Marketing Research – An Applied Orientation, 7<sup>th</sup> Edition, Pearson Education., 2019

## **CONSUMER BEHAVIOUR**

### **OBJECTIVE:**

This course is designed to explain the dynamics of the consumer in deciding, using and disposing the products

### **UNIT I**

**(9 hours)**

Consumer behaviour - Introduction – Understanding Consumers – Factors influencing - Buyers Decision making process-Market segmentation – Identifying market segments

### **UNIT II**

**(9 hours)**

Environmental Influences - Culture-Sub culture- Social Class-Social Group- Family- Personal influence and Diffusion of Innovation

### **UNIT III**

**(9 hours)**

Consumer motivation – personality – perception –Learning- Attitudes and its change

### **UNIT IV**

**(9 hours)**

Decision making process – Problem Recognition-Search and Evaluation-Purchasing Process- Post-purchase Behaviour

### **UNIT V**

**(9 hours)**

Organizational buyer Behaviour Modeling and Researching Consumer Behaviour-Consumerism

### **OUTCOMES:**

The students understand the possible factors impacting the behaviour of the consumer in different stages of the consumption cycle.

### **REFERENCES:**

1. Satish K Batra, H H Kazmi, Consumer Behaviour, Excel Books
2. M S Raju, Consumer Behaviour, Vikas Publishing House Pvt Ltd.
3. David L Loudon, Albert J Della Bitta, Consumer Behaviour, McGraw-Hill
4. Leon G Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education

## PRODUCT AND BRAND MANAGEMENT

**OBJECTIVES:** The objective of this course is to make the students to understand the strategies related to product design and evolution and also the different ways to market through appropriate branding schemes for successful operation of the business.

### **UNIT I (6 Hours)**

Product Development - Product focused organization - Market focused organization - Factors influencing design of the product - changes affecting product management.

### **UNIT II (11 Hours)**

Setting objectives & alternatives-Product strategy over the life-cycle-Customer analysis - Competitor analysis - Design of manufacture - New product development - Forecasting target market potential – Sales forecasting - Methods of estimating market and sales potential - planning for international market.

### **UNIT III (10 Hours)**

Commodities Vs Brands - The role of brands - The brand equity concept - Brand Equity Models – Brand Asset Valuation - Aaker Model – BRANDZ - Brand Resonance - Building Brand Equity - Brand Identity - Brand image

### **UNIT IV (9 Hours)**

Brand Leveraging - Brand Performance - Establishing brand equity management system-measuring sources of brand equity and consumer mindset - Co-branding - celebrity endorsement - Brand knowledge - Brand portfolios - market segmentation - Steps of brand building - Identifying and establishing brand positioning - Defining and establishing brand values.

### **UNIT V (9 Hours)**

Brand hierarchy - Branding strategy - Brand extension and brand transfer - Managing brand over time - Measuring Brand Equity - Brand Value chain - Brand Audits - Brand Tracking - Brand Valuation - Managing Brand Equity - Brand Reinforcement - Brand Revitalization – Brand Crisis

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** Knowing this course the students can suggest different ideas with regard to new products, product modifications. Etc. also the successful branding strategies. Students can provide consultations to the organizations with regard to these course contents.

### **REFERENCES:**

1. *Donal R. Lehmann, Russel S. Winer*, Product management, 4<sup>th</sup> Edition, PHI., 2011
2. *Michael Brooke and William Ronald*, New Product Development, 3<sup>rd</sup> Edition, Jaico Books,2010
3. *Keller*, Strategic Brand Management, 4<sup>th</sup> Edition, Pearson Education., 2015
4. *Debashish Patil*, Branding Concepts & Process, 3<sup>rd</sup> Edition, MacMillan., 2014
5. *U C Mathur*, Product and Brand Management, 2<sup>nd</sup> Edition, Excel Books., 2009

## **SALES AND DISTRIBUTION MANAGEMENT**

### **OBJECTIVES:**

This course intends to make the students explore and understand the different techniques of selling and distribution of products. Also, to provide knowledge to understand the efficient way of implementing the sales and distribution strategies along with case studies and practical examples

### **UNIT I**

**(8 Hours)**

Sales Management-Introduction to Sales Management-Evolution-Types-Selling Skills and Strategies-Selling Process

### **UNIT II**

**(8 Hours)**

Managing Sales Information-Sales Forecasting-Sales Budgeting-Territory Management-Sales. Organization-Management of Sales-Sales Quota

### **UNIT III**

**(10 Hours)**

Recruitment and Selection of the Sales Force- Training the sales force-Sales Force motivation-Sales force Compensation-Evaluation of Sales Performance

### **UNIT IV**

**(10 Hours)**

Distribution Management- Introduction-Distribution Channel-Designing Customer oriented Distribution

### **UNIT V**

**(9 Hours)**

Channel Selection-Retailing-Wholesaling-Motivation of Distribution Channel-Channel Information System

At least, one case study and discussions pertaining to the subject in all units

### **OUTCOMES:**

Learning and understanding this course will enable the students to understand the different techniques of sales and distribution strategies in order to enable the employment in these kinds of organizations

### **REFERENCE:**

1. Tapan K Panda, Sunil Shadev, Sales and Distribution Management, 2<sup>nd</sup> Edition, Oxford University Press., 2012
2. *S L Gupta*, Sales and Distribution Management, 2<sup>nd</sup> Edition
3. *Richard R Still, Edward Cuff, Govoni, Sandeep Puri*, 6<sup>th</sup> Edition, Pearson Education, 2016
4. *Krishna K Havaladar, Vasant M Cayale*, Sales and Distribution Management – Text and Cases, 3<sup>rd</sup> Edition, McGraw Hill, 2017
5. *David Jobber, Geoffry Lancaster*, Selling and Sales Management, 10<sup>th</sup> Edition, Pearson, 2018



**E. PRODUCTION AND LOGISTICS MANAGEMENT  
SUPPLY CHAIN & LOGISTICS MANAGEMENT**

**OBJECTIVE:**

The course aims at providing inputs on different concepts in delivering the goods and services to the end consumer.

**UNIT I**

**(9 hours)**

Supply Chain Management (SCM) – Definition - Concept– Components – features – Types – benefits. Global Supply Chain Integration- Digital Business Transformation - strategic issues in SCM - Current scenario - Supply Chain Synchronization. Forecasting - demand and purchase planning - make or buy decisions - legal aspects.

**UNIT II**

**(9 hours)**

Warehousing - Location selection (expansion and new). Storekeeping – Strategies – Operations – Decisions - Space management. Scheduling. Pricing. Intermediaries and Alliances - 3 PL and 4 PL service providers. Material handling - principles – equipment

**UNIT III**

**(9 hours)**

Logistics - definition – objectives - importance – Scope - Functions - need for planning logistics – Logistics and production - significance - Logistics and Marketing – significance. Value Added logistics Services. Role of logistics in SCM. Packaging - Principles, Functions – Types – Concepts - Materials and Cost - Consumer and Industrial Packaging - Infrastructure - Customs Issue - Service utilization Models. Logistics Costs – Concept - Identification of Costs - Accounting methods. Logistics Audit.

**UNIT IV**

**(9 hours)**

Transporting system - Evolution - Infrastructure and Networks - Freight Management - Route Planning – Containerization - Inter-modal Operators and Transport Economies. Transportation model–Transshipment model– Traveling Sales man – simple problems.

**UNIT V**

**(9 hours)**

Logistics Information Systems – Needs - Characteristics – Design. E-Logistics - Structure and Operation. Logistics Resource Management. Reverse Logistics – Scope - Design - Competitive Tool. Global Logistics - Operational and Strategic Issues, Strategic Logistics Planning

**OUTCOMES:**

The students understand the concepts so as to take correct decision on the supply chain in the organisation.

**REFERENCE:**

1. David Sinchi – Levi et al. Designing & Managing the Supply Chain
2. Monczka, Trent and Handfield Purchasing and Supply Chain Management
3. Monczka et al. Purchasing and Supply Chain Management
4. Dobler and Burt Purchasing & Supply Management
5. Altekhar Rahul V Supply Chain Management-Concept and Cases
6. Stock & Lambert Strategic Logistics Management
7. Raghuram&Rangraj Logistics & Supply chain management; cases & concepts
8. Bowersox, Closs& Cooper Supply Chain Logistics Management
9. Douglas Long. International Logistics: Global Supply Chain Management

## MATERIALS AND MAINTENANCE MANAGEMENT

### OBJECTIVE:

This course introduces the methods used by the organisations for effectively managing the materials.

### UNIT I

(9 hours)

Materials Management – Functions – Organization - Integrated approach – Scope - Primary and secondary objectives - Relation with other functional areas of organization - approaches. Materials identification – Classifying of materials - Codification of materials - Standardization - Value Analysis. Inventory Control Techniques, Stock levels.

### UNIT II

(9 hours)

Management of stores – location –types – methods of storing – Functions of store keeper– Procedures – Bin Card – Kardex System - forms and policies in stores transactions – stores accounting – stores organization – safety and security - Insurance. Material handling equipment – Principles - factors affecting. Management of surplus obsolete and scrap materials – methods of disposal – regulations and procedures.

### UNIT III

(9 hours)

Purchasing – Importance and Objectives - Sources of supply - procedure – Vendor selection - Evaluation - norms of vendor rating - selection and development – purchasing procedures and methods – legal aspects.

### UNIT IV

(9 hours)

Maintenance - Objectives – functions - Types – Strategies –Five Zero Concept. Failure Data Analysis - MTBF - MTTF, Useful Life, Availability of Repairable Systems - Maintainability Prediction - Design for Maintainability. Maintenance Planning - Overhaul and Repair - Replacement Decisions

### UNIT V

(9 hours)

Maintenance Systems - Fixed Time Maintenance - Condition Based Maintenance - Opportunity Maintenance - Design Out Maintenance - RCM, TPM, MMIS, Expert Systems, Concept of Tero technology - Reengineering Maintenance Process

### OUTCOMES:

The students understand the requirements of different methods used in managing the material and the techniques used to maintain the system.

### REFERENCE:

1. R.C.Mishra&K.Pathak, Maintenance Engineering & Management
2. Sushil Kumar Srivatsava, Industrial Maintenance Management
3. Gopalakrishnan, P. Banerji, A.K., Maintenance and Spare Parts Management
4. A. K. Datta, Integrated materials management
5. Dobbler, Burt D.N, Purchasing and Supply Management
6. P Gopalakrishnan, Materials Management
7. LeendersFearon, Purchasing And Materials Management
8. K S Menon, Purchasing And Inventory Control

## TOTAL QUALITY MANAGEMENT

### OBJECTIVE:

This course exhibits the importance of managing quality and means to achieve the quality in organisations.

### UNIT I

(9 hours)

Total quality management – Definition – Concepts - Basic elements. Total quality - Value and differential advantage. Customer Focus – customer perception of quality - Customer satisfaction – Customer Perception of Quality - Customer Complaints - Service Quality - customer retention. Dimensions of product and service quality. Barriers to TQM Implementation.

### UNIT II

(9 hours)

Strategic thinking and planning – Total quality policy and development guidelines – Total quality approaches – Quality costs – Functional linkage of quality with reliability and Maintainability – Failure Analysis - Failure mode effect analysis (FMEA) – requirements – reliability - failure rate – stages – design - process and documentation - Optimum Maintenance Decisions. TQM culture. Usability of Information technology.

### UNIT III

(9 hours)

TQM principles - Deming Philosophy. Employee Involvement – Motivation – Empowerment – Teams - Recognition and Reward - Performance Appraisal – Benefits. Continuous Process Improvement – Juran Trilogy - PDSA Cycle - 5S – Kaizen. Vendor development – Partnering, sourcing, Supplier Selection - Supplier Rating, Relationship Development – evaluation. Six sigma. New seven Management tools. POKA YOKE

### UNIT IV

(9 hours)

Benchmarking – Reasons - Process. Quality Function Deployment (QFD) – QFD Process – Benefits. Taguchi Quality Loss Function. Total Productive Maintenance (TPM) – Concept - Improvement Needs. Statistical process control - Meaning – Significance – Construction of control charts. Business process re-engineering (BPR) – principles – applications - process - benefits and limitations.

### UNIT V

(9 hours)

Total Quality Models – responsibilities – Commitment to quality – supportive and effective leader – Humanistic aspects of TQM. Quality improvement Teams. Quality certification. Quality System – Elements – Implementation – Documentation - Quality Auditing.

### OUTCOMES:

The students understand the methods used for planning and achieving the quality.

### REFERENCE:

1. Grant, Eu-gane L and Leavenworth, “Richards Statistical Quality control”
2. Dale H.Besterfield et al, “Total Quality Management”
3. Text and Cases – “ShridharaBhat K Total Quality Management”
4. James R.Evans & William M.Lidsay, “The Management and Control of Quality”

## **FUNDAMENTALS OF SHIPPING BUSINESS**

### **OBJECTIVE:**

The course aims at introducing the concepts of shipping business

### **UNIT I**

**(9 hours)**

Introduction to geographical conditions and regions -Continents, Oceans, Currents, & Tides, Weather & Climate, Canals & Waterways, -Location of major countries and ports -The global market -The need for shipping

### **UNIT II**

**(9 hours)**

The role of liners and tramps, Different types of trade -Dry bulk trades, oil and other liquid trades (clean products, chemicals, gas) -Bulk Carriers, Tankers, Containerships, Ro-Ro and General Purpose vessels – Introduction to dry cargo chartering – Tanker Chartering – Ship sale and purchase – Ship operations and management -Principals – ship owners, charterers, shippers and NVOCs – Intermediaries

### **UNIT III**

**(9 hours)**

Understand the major trade routes and the types of ships used for transportation of the five primary raw materials namely coal, ores, grains, fertilizers and oil also general cargo (manufactured goods) with names and locations of the principal ports involved. Understand the location and seasons of major natural phenomena affecting sea transportation particularly storms and ice. Be aware of the rationale behind Load line Zones and how knowledge of these can affect voyage planning and estimating

### **UNIT IV**

**(9 hours)**

Functions of Bill of Lading -The -Hague/Hague-Visby/Hamburg Rules -The role of international conventions The role of marine insurance and P & I Associations -The function of classification societies -“The Baltic Exchange” and the Baltic and International Maritime Council (BIMCO), Lloyds Register and the Corporation of Lloyds etc.

### **UNIT V**

**(9 hours)**

Concept of Limited Liability as applied to commercial companies -differences between private and public companies; conglomerates and multi-nationals -how companies are organized internally -Concept of vertical and horizontal integration -advantages and disadvantages of being a sole trader or partnership rather than incorporation as a limited company.

### **OUTCOMES:**

The students understand the modalities in the business of shipping

## MARITIME ECONOMICS

### OBJECTIVE:

This course provides the analysis on the cost and benefit in each of the operations of shipping business

### UNIT I

(9 hours)

Structure of Shipping industry – Factors affecting demand & supply of shipping – Shipping cycles – Cost analysis in shipping – Fixed costs, variable costs – Concept of opportunity cost. The demand for shipping – derived demand, elasticity of demand – Demand measurement – Effect of Substitution – Freight Rate mechanisms.

### UNIT II

(9 hours)

Factors influencing the supply of shipping – tonnage, number and flag -Productivity and supply trends surplus tonnage, active fleet, short run supply. Measuring elasticity of supply.

### UNIT III

(9 hours)

Pricing of shipping services – Determination of equilibrium pricing in various segments – Concept of freight futures and options.

### UNIT IV

(9 hours)

Competitive Markets -Tramps / Tankers / Liners -The dry cargo sector and its market characteristics. Cost structure of tramp ships. Breakeven analysis for minimum freight rates - equilibrium freight rate. Seaborne trade in crude and products. The structure of the tanker market. Tanker Vs dry cargo markets. Political and environmental factors - recent changes in the tanker fleet. Liner services - Characteristics and demand. Pricing behaviour. profit maximisation and optimal utilisation.

### UNIT V

(9 hours)

Shipping and International Trade - pattern of world trade and the demand for shipping. Trade and economic development -trade flows; absolute and comparative advantage. Exchange Rates and Balance of Payments -How exchange rates are determined – free floating and regulated markets. The components of a balance of payments with particular reference to shipping. The relationship between exchange rates and the factors affecting their fluctuations and a country's balance of payments.

### OUTCOMES:

The students understand the impact of choosing different options available in the shipping business.

### REFERENCE:

1. Martin Stopford, “Maritime Economics”
2. Costas Th. Grammenos, “The Handbook of Maritime Economics and Business”
3. J. McConville, “Economics of Maritime Transport, Theory and Practice”
4. Chrzanowski. I, “An Introduction to Shipping Economics”
5. Evans. J.J. & Marlow. P.B., “Quantitative methods in Maritime Economics”
6. PL Mehta, Managerial Economics”
7. Metaxas.B.N, “The Economics of Tramp Shipping”

## F. SYSTEM

### SYSTEMS ANALYSIS AND DESIGN

#### OBJECTIVE:

This course explains the means to analyse the interlink between the different components of the system

#### UNIT I

(9 hours)

System – Concept – Characteristics. Systems Development – fundamentals - Players in the systems game – Analysis. Information System building block. Creativity vs Diversity. Project – initiation - management.

#### UNIT II

(9 hours)

Systems Analysis - Gathering information – Discovery. Feasibility Analysis – Economic – technical – operational. Schedule Analysis - Cost Benefit Analysis - Risk Analysis - System Proposal.

#### UNIT III

(9 hours)

Data Modeling - Process Modeling - Logic Modeling - Conceptual Modeling - Distributed data Modeling. Alternative Design Strategy.

#### UNIT IV

(9 hours)

Systems Design - Application - Forms – Reports - Interfaces – Dialog. Database design. Output design – Input design – prototyping. User Interface design. Designing distributed systems.

#### UNIT V

(9 hours)

Implementation - Object Approach - Systems construction – Implementation. Maintenance. Systems - Operations – Support. Object Oriented Analysis and Design. Rapid Application development.

#### OUTCOMES:

The students understand the different components of the system and the interlink between the component of the system.

#### REFERENCE:

1. Hofter, et al, “Modern Systems Analysis and Design”
2. Alan Dennis and Barbara Haley Wixom “Systems Analysis and Design”
3. Jeffrey L. Whitten et al, “Systems Analysis and Design Methods”
4. Hawryszkiewicz, I.T “Introduction to Systems Analysis and Design”
5. Yourdon and Constantine “Structured Design: Fundamentals of a Discipline of Computer Program and system Design”
6. Ivar Jacobson “Object Oriented Software Engineering”
7. John W. Satzinger et al “Systems Analysis and Design in a changing World”

## **DATABASE AND INFORMATION MANAGEMENT SYSTEM**

### **OBJECTIVE:**

This course explains the formats of different database and the methods to derive information from the data.

### **UNIT I**

**(9 hours)**

Database systems – definition – purpose - Concepts - data abstraction - instances and schemes - data independence - introduction to ddl, dml - Function - database manager - database administrator - database users - overall system structure. Data Models – Hierarchical – Network - Relational.

### **UNIT II**

**(9 hours)**

Database Development Process - Modeling - Design. Entity relationship model – entities - entity sets – Attributes - relationships - relationship sets - mapping constraints - primary keys - E-R diagrams - reduction of E-R diagrams to tables – generalization - aggregation. Functional Dependencies. Normalization - Types - Features.

### **UNIT III**

**(9 hours)**

Relational model – structure - relational algebra - relational calculus - commercial query languages – SQL. QUEL- Query by example. Relational database design - pitfalls in design - functional dependency - normal forms 1NF- 2 NF- 3NF- BCNF - multi value dependency - 4NF.

### **UNIT IV**

**(9 hours)**

Query Processing: Steps - Query cost. Data Administration - Client / Server and Distributed Databases Data administration functions- Data administration tools – Repositories. CASE Tools. Crash recovery - failure classification - Storage and File structure: Secondary storage devices - shadow paging- Concurrency control - serializability- locking - validation techniques - multiple granularity.

### **UNIT V**

**(9 hours)**

Database Applications: Financial Systems- Marketing System- foreign Trade- Inventory Information systems.

### **OUTCOMES:**

The students understand the means to formulate database and to analyse the data.

### **REFERENCE:**

1. Henry F. Korth, “Abraham Silberschatz Database System Concepts” McGraw 1988.
2. Pratt, Phillip.J ,Boston, Boyd and Fraser, “A Guid to SQL 1990”
3. Elmasri R, Navathe “Fundamentals of Database SystemsS”
4. Cornel R, “Database Systems”
5. Mcfadden F, Hoffer J, Prescott M, “Modern Database Management”
6. Date C “Database Systems”

## **INTERNET AND INTRANET TECHNOLOGY MANAGEMENT**

### **OBJECTIVE:**

This course introduces the technology that helps to manage the data and its flow

### **UNIT I**

**(9 hours)**

Electronic Communication – introduction - PCs. Networks – types – levels – application. Concept of front end and back end.

### **UNIT II**

**(9 hours)**

Internet – Introduction - World Wide Web – Architecture – Technologies. Protocols – HTTP, SMTP, POP3, MIME, and IMAP. Internet & MIS, Intranet verses Traditional Group-ware. Introduction to Client – Server Architecture.

### **UNIT III**

**(9 hours)**

Access - working - OSI – Models - Dial Connection - Proxy Server Connection - Internet Address. Web servers - Various Web servers - web browsers – URL - Types of websites. Email technology. Internet Programming (Only applications and usages) JAVA, ASP, CGI, PERL, VB Script, ActiveX, SGML, HTML, XML, MS Front Page.

### **UNIT IV**

**(9 hours)**

Communication Capabilities - Multimedia - Audio and video speech synthesis and recognition. Legal issues. ISP, Information espionage, Information Highway Hackers, Ways to protect information from espionage.

### **UNIT V**

**(9 hours)**

Application of Internet in Business, Usage of Internet Facility , Emerging Trends. Capabilities of Internet - Electronic Commerce –E- Marketing – Online Payments and Security. Medical Transcription.

### **OUTCOMES:**

The students understand the uses of networking technologies for managing the information flow and to interlink the decisions in the system

### **REFERENCE:**

1. Jessica Keyes. Internet Management
2. SanjivPurba New Directions in Internet management
3. Roxanne E. Burkey, Charles V. Breakfield Designing a total data solution: Technology, implementation and deployment
4. SubhasishDasgupta Managing internet and intranet technologies in organizations
5. George Metes, John Gundry, Paul Bradish Agile networking: competing through the internet and intranets
6. Peter G. W. Keen, Walid Mougayar, Tracy Torregrossa The business internet and intranets: a manager's guide to key terms and concepts



## STRATEGIC IT CONSULTING

### OBJECTIVE:

This course is designed to introduce the field of IT consultancy and the techniques used for the consultancy.

### UNIT I

(9 hours)

Overview and principles of IT consultancy, the structure and drivers of the IT/IS industry, the role of the consultant, Competencies of consultants, Consultancy models: expert, doctor/patient, collaborative/process, Considerations for the external consultant, internal consultant and sole practitioner, Managing change.

### UNIT II

(9 hours)

Conducting an IT consultancy assignment – life cycle, the life cycle of a consultancy assignment, Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action, Closure and review

### UNIT III

(9 hours)

Conducting an IT consultancy assignment – tools and techniques, Consulting services portfolio, Qualification of opportunities using MANDACT, Terms of Reference, Root cause analysis and creative problem solving, Investigation techniques and data collection, Generating options, Implementation and taking action, Disengaging and expansion, Withdrawal from the assignment, Evaluation, follow up and business development.

### UNIT IV

(9 hours)

Managing relationships, Management of client relationships, Building rapport, Handling client meetings, Client behaviors and objectives, Assessment of readiness for change, Proposals and bids, Contracts and IPR, Influencing and negotiation, Working in teams, Team management and delegation, Management of expectations, Conflict management, Motivation and continuous professional development of the consultant, Selling of consultancy services, Issues in the use of consultants.

### UNIT V

(9 hours)

Managing consultancy assignments, Scoping of assignments and projects, Project planning and project management principles, Progress monitoring, completion and handover, Communications and reviews, Quality management systems, Risk management, Change control, Legislation, ethics and professional standards, Financial management, The economics of consulting, Transferring experience to the client, Benefits management.

### COURSE OUTCOME:

The students understand the scope of IT consultancy and methods used for analysing the data and giving consultancy.

### REFERENCE:

1. Calvert Markham, Practical Management Consultancy, Chartered Institute of Accountants
2. Bennet Lientz and Kathryn Rea, Breakthrough Technology Project Management, Academic Press
3. Frederick Brooks, The Mythical Man Month - Essays on software engineering, Addison Wesley
4. Peter Checkland and Sue Holwell, Information, Systems and Information Systems – Making Sense of the Field, John Wiley & Sons

## **COMPUTER INTEGRATED MANUFACTURING**

### **OBJECTIVE:**

This course outlines the different role of computers in manufacturing to increase the efficiency of the production system.

### **UNIT I**

**(9 hours)**

CIM – Introduction - Evolution – Benefits - Subsystems - Key Challenges. Automated Systems - Elements – Functions – Levels.

### **UNIT II**

**(9 hours)**

Computerization and - Hardware and Software systems requirement. Communication in CIM - Communication Matrix - Network Architecture – Techniques.

### **UNIT III**

**(9 hours)**

Design and Production - Fundamentals - Computer Aided Design (3D Modeling packages) - Finite Element Analysis packages – transportability. Part Programming - Tool Management – NC - CNC - DNC Machines - Data Logging and Acquisitions. Automated Data Collection.

### **UNIT IV**

**(9 hours)**

Manufacturing Systems – definition – Components - Classification and Functions. Flexible Manufacturing Systems – Components - Applications – benefits - Planning and Implementation Issues. Group Technology - Part Families - Classification - Coding)

### **UNIT V**

**(9 hours)**

Current Status - Concurrent Engineering, Role of Expert Systems in CIMS. Robotics – Overview. Automated Guided vehicles - Types – Technology – Control.

### **OUTCOMES:**

The students understand the phases at which computers can be lined to increase the efficiency of the system.

### **REFERENCE:**

1. Vajpayee Kant., “S Principles of Computer Integrated Manufacturing”
2. MikellP.Groover, “Production Systems and Computer Integrated Manufacturing”
3. Ronald G.Askin, “Modelling and Analysis of manufacturing”

**ELECTIVE – FOURTH SEMESTER**

**A. ENTREPRENEURSHIP  
FAMILY BUSINESS MANAGEMENT (3 Credits)**

**OBJECTIVES:** The course intends to address the understanding of family business and the unique situations that family businesses face. The course facilitates the participant to understand the governance issues and conflict in family business and understand the growth and sustainability of family business. It helps to know the role of non-family members and their succession planning

**UNIT I (9 Hours)**

Introduction to family business-Overview of the family business around the world. Effective governance and the family business, Issue of ownership and conflict in family. Capital structure of closely held business and family business. Issues and challenges in family business and closely held family business.

**UNIT II (9 Hours)**

Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioural issues in closely held and family owned business & managed business. Conflict management and transition in family business

**UNIT III (9 Hours)**

Growth strategy for family owned business. Different models in family business. Developing sustainable family business organization structure, ownership, team of advisors, board of directors and corporate governance.

**UNIT IV (9 Hours)**

Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions. Cases on successful and unsuccessful succession of family business.

**UNIT V (9 Hours)**

Involving non-family members, power struggles and issues of succession in a family firm, Valuation of the closely held firm, the changing role of family in the family business. The future of family held business.

**OUTCOMES:** The student on completion of the course would be in a position to understand the dynamics associated with the family business. It would enhance his knowledge and the required skill to manage and develop their family business

**REFERENCE:**

- 1) Family Business in India - Dutta Sudipt published by Response books (1999)
- 2) Generation to Generation: Life Cycles of the Family Business by Kelin E. Gersick, John A. Davis , et al.

## **INNOVATION AND INTELLECTUAL PROPERTY PROTECTION (3 Credits)**

**OBJECTIVES:** This course enlightens the student on the innovation and its different aspects so that it can be managed effectively. Further the course would enable the student on the ways and means to protect the innovations legally by exposing them on the different aspects of intellectual property rights.

### **UNIT I (9 Hours)**

Innovation in a systemic view - Sources of innovation – Types of innovation – Patterns and models of innovation – Management innovation – Design Thinking - Managing innovation in open and close innovation systems - Innovation management in complex systems - Managing innovation through experimentation - Managing innovation through improvisation - Building innovative organizations.

### **UNIT II (9 Hours)**

Basic concept of Intellectual Property, Characteristics and Nature of Intellectual Property right, Justifications for protection of IP Co, IPR and Economic Development, Major International Instruments relating to the protection of IP i. Berne Convention ii. Paris Convention iii. TRIPS Module

### **UNIT III (9 Hours)**

Copyright- Meaning, Ownership of copyright, Term of copyright, Rights of owner- Economic Rights, Moral Rights, Infringement of copyright.  
Patents-Meaning, Criteria for obtaining patent, Non patentable inventions, Procedure for registration, Term of patent , Rights of patentee, Basic concept of Compulsory license and Government use of patent, Infringement of patents and remedies

### **UNIT IV (9 Hours)**

Trade Marks-Meaning of mark, trademark, Categories of Trademark: Certification Mark, Collective Mark and Well-known Mark and Non-conventional Marks, Procedure for registration and Term of protection

### **UNIT V (9 Hours)**

Designs, GI and other forms of IP, Designs - Meaning design protection, Concept of original design, Term of protection, Geographical Indication-Meaning of GI, Difference between GI and Trade Marks Concept of Authorized user  
Trade-secret- Meaning, Criteria of Protection, Plant Variety Protection.

**OUTCOMES:** The student should be in a position to understand the innovation and understand the ways and means to protect the innovation legally.

### **REFERENCE:**

1. Making Breakthrough Innovation Happen: How 11 Indians Pulled off the Impossible by Porus Munshi
2. Indian Innovators by Akshat Agrawal
3. A Biography of Innovations: From Birth to Maturity by R. Gopalakrishnan
4. Intellectual Property Law by Lionel Bently & Brad Sherman Published by Oxford.
5. Intellectual Property Law by P. Narayanan Published by Eastern Law House.

## **RURAL ENTREPRENEURSHIP (3 Credits)**

**OBJECTIVES:** The course intends to describe rural entrepreneurship and characteristics of rural entrepreneurs and its support systems in India. The course exposes on the innovations and technology for the sustenance of rural entrepreneurship.

### **UNIT I (9 Hours)**

Rural Entrepreneurship: concept, Rural Entrepreneur: concept & characteristics, Qualities of Rural Entrepreneurs, Factors influencing Rural Entrepreneurship and Entrepreneurial Motivation: different motivating factors, Rural Entrepreneurship and its role in rural development. Rural Development: Introduction & Strategy. Business plan development of a Rural enterprises.

### **UNIT II (9 Hours)**

Understanding Micro and Small Enterprises Project Identification and Selection Project Formulation, Project Appraisal Government Policies for Micro and Small Enterprises Rural Business Environment-Social, Economic, Political and Cultural Issues

### **UNIT III (9 Hours)**

Scanning Rural Environment- Economic, Technical, Technological & Market Business Opportunity Identification and Project Selection Business Plan Preparation Forward and Backward Linkages Market Linkages Development Rural Marketing

### **UNIT IV (9 Hours)**

Rural Entrepreneurs, Rural Artisans, Institutional support to rural entrepreneurship: NABARD & its schemes, KVIC and its interventions, Problems of Rural Entrepreneurship, Steps to Develop Rural Entrepreneurship, Project Formulation & Implementation.

### **UNIT V (9 Hours)**

Rural Technology: concept & application, CAPART and its Interventions, Successful Interventions based on Rural Technology, Rural Innovations: Current Status and Impact on beneficiaries. Scopes and Challenges of Rural Entrepreneurship, Cases on Successful Rural Entrepreneur/Entrepreneurship/Enterprises.

**OUTCOMES:** The student would be able to understand the dynamics of rural market and the supportive facilities that are available there in the rural market. It ultimately helps the student to easily devise the strategies that would help the institutions' to manage the challenges in the market.

### **REFERENCE:**

1. Fundamentals Entrepreneurship- Anil Sardana published by Cyber Tech Publications; First edition (2018)
2. Entrepreneurship – Robert. D. Hisrich, Michael. P. Peters, Dean. A. Shepherd Published by Tata Mc Graw Hill.
3. Entrepreneurship, Skill Development and Rural Livelihoods by Sunil Bhardwaj, Rohit Bhagat
4. Development Of Rural Women Entrepreneurship by Dr. (Mrs) Gyanmudra
5. Entrepreneurship Development: Training and Practice by Dr. Prabhat Kumar Pani

## **ENTREPRENEURIAL FINANCE**

### **UNIT I (9 hours)**

Definition, Valuation of new firms, financing new ventures, Business Valuation, basic Financial and Economic Concepts, Financial Management and Planning, Financial Statements and Analysis of Financial Statements, Various sources of Finance.

### **UNIT II (9 hours)**

Capital Budgeting, Discounted Cash flow methods, New venture financing: Considerations and Choices, Structuring Investments /Financing, Terms of the initial investment/financing, Understanding deal terms, Evaluating deal terms, Negotiating deal term, Follow-on investments, Later Stage Deals

### **UNIT III (9 hours)**

Venture Capital, Venture Capital Funds, Risk analysis in Venture Capital Funds, Structure of partnership compensation, and Structure of partnership covenants, Partnership strategies, Corporate Venture Capital Funds, International Venture Capital Funds

### **UNIT IV (9 hours)**

Financial Forecasting, Valuation of New Ventures, Sharing of proposed risks and returns, Employment Issues, Joining start-ups, valuing alternative compensation plans,

### **UNIT V (9 hours)**

Procedures, Challenges and Opportunities in harvesting the benefits, Exit, IPO, Sale, Liquidation

### **REFERENCE:**

1. *E Philip J Adelman and Alan M. Marks*, “Entrepreneurial Finance by Pearson Education, 5th Edition.
2. *Janet Kiholm Smith, Richard L. Smith, and Richard T. Bliss* Entrepreneurial Finance: *Strategy, Valuation, and Deal Structure*, Stanford University Press

**B. FINANCE**  
**STRATEGIC FINANCIAL MANAGEMENT**

**COURSE OBJECTIVE:**

The objective of this course is to understand the students about financial management from strategic perspective and acquire techniques and models of strategic financial management.

**UNIT I** **9**  
Financial Planning and Forecasting – Use of Financial Models, Simulation and Probabilities in Financial Forecasting.

**UNIT II** **9**  
Quantitative Techniques in Working Capital Management – Working Capital Leverage, Cash Management Models, Miller - Orr Model, Baumal Model

**UNIT III** **9**  
Capital Budgeting and Risk – Using Beta for Capital Budgeting and risk, Capital structure and cost of capital, Use of Sensitivity analysis, Monte Carlo Simulation, Decision Tree in Financial Management.

**UNIT IV** **9**  
Empirical Studies in Cost of Capital, Capital Structure and Dividend Policies, Role of Banking relationships in Strategic Financial Management.

**UNIT V** **9**  
Activity Based Costing - Benefits and Limitations, Classification of Activities, Activity based Profitability analysis, Activity based cost assistance.

**TOTAL: 45 PERIODS**

**COURSE OUTCOME:**

The students after gaining knowledge in strategic financial management, they can able to make the strategic finance decisions.

**REFERENCES:**

1. Prasanna Chandra, “Financial Management Theory and Practice”, McGraw-Hill Education (India) Private Limited, New Delhi, Ninth Edition, 2015.
2. Prasanna Chandra, “Finance Sense”, Tata McGraw-Hill Education Private Limited, New Delhi, Fourth Edition, 2010.
3. Rajni Sofat and Preeti Hiro, “Strategic Financial Management”, PHI Learning Private Limited, New Delhi, Second Edition, 2016.
4. Samuel C.Weaver & J.Fred Weston, “Strategic Financial Management: Applications of Corporate Finance, Cengage South – Western, First Edition, 2008.

## **MERGERS AND ACQUISITIONS- Elective-3 Credits**

### **COURSE OBJECTIVES:**

1. To understand the role of mergers and acquisitions in the business and to develop knowledge on various financial methodology of valuation
2. To know the significance M&A in time value of money, decision making and to develop an ability to make certain important decisions relating to M&A, Restructuring and takeover.

### **UNIT I**

**(9 Hours)**

Mergers, Acquisitions and Restructuring - An Overview: Forms of Corporate Restructuring - Corporate Control - Organization Behavior - Extensions and Conclusions. Strategy, Diversification and Mergers, Types and Characteristics of a Merger: Economic Rationale for Major Types of Mergers - Role of Industry Life Cycle.

### **UNIT II**

**(9 Hours)**

The Financial Methodology of Valuation: Valuation Principles, Basis for Firm Valuation: Dividend Growth Valuation Model - Valuation Models - Calculation of Cost of Capital - Sensitivity Analysis. Agency Problems and Managerialism.

### **UNIT III**

**(9 Hours)**

Self-Off and Divestitures, Spin Off - Self off Gains, Explanation and Rationale - Divestiture Motives - Voluntary Liquidations and Takeover, Unsuccessful Takeover - Timing of Merger Activity - Mergers and the Macro-economy, Aggregate Conglomerate Activity, Deal Structuring: Tax Planning Options - Payment and Leverage Methods - Restructuring: Joint Ventures, International M & As.

### **UNIT IV**

**(9 Hours)**

Corporate Control: Share Repurchase and Exchanges, Regulation of Securities and Trading and Takeovers-Evaluation of Arbitrage and Insider Trading, The Recent Developments and their implications.

### **UNIT V**

**(9 Hours)**

Managerial Strategies: Review of Theories and Case Studies of M& A Activity, Models of Takeover Process, Value Chain Analysis-Cross Subsidization of Products - Implications for Corporate Strategy, Life Cycle Costing, Target Costing.

### **COURSE OUTCOME:**

1. To gain a knowledge on availability of various sources of finance and markets for raising of funds in the mergers and acquisitions and to merge or acquisitions and restructuring of the organization to update or enlarge the corporate in the digital era.
2. To control the corporate structure of the organization using various managerial strategies especially using takeover process

### **REFERENCE:**

1. Rabi Narayan Kar & Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Taxman Publications, Kindle 3<sup>rd</sup> Edition.
2. J. Fred Westron, KwongShung& Susan E Hoag, PHI Mergers Restructuring and Corporate Control
3. Robert G Eccles & Dwights B. Crane, HBS Doing Deals - Investment Banks at work
4. Edwin L. Miller & Lewis N. Segall, Mergers and Acquisitions: A Step-by-Step Legal and Practical Guide + Website, Wiley Publications, 2<sup>nd</sup> Edition.
5. Sushil Kumar Mehta & Zuhaib Ahmad Dugga, Corporate Financial Performance of Mergers and Acquisitions in India, LAP Lambert Academic Publishing.



## **INTERNATIONAL FINANCIAL REPORTING STANDARDS –Elective-3 Credits**

### **OBJECTIVE:**

The objective of the subject is to enable the students to understand the need and method of presentation of financial statements in accordance with International Financial Reporting Standards.

### **UNIT-I**

**(9 Hours)**

**International Financial Reporting Standards:** Meaning of IFRS - Relevance of IFRS to India; merits and limitations of IFRS; process of setting IFRS- Practical challenges in implementing IFRS; a brief theoretical study of International financial reporting standards (IFRS) 1 – 15 - List of International accounting standards issued by IASB.

### **UNIT-II**

**(9 Hours)**

**Accounting for Assets and Liabilities:** Recognition criteria's for Investment properties, Government grants, Borrowing costs, Construction contracts, share based payments, Provisions, Contingent liabilities and Contingent assets, Events occurring after the reporting period. Recognition and measurement for property plant and equipment, Intangible assets, Inventories, Leases and Impairment. Accounting for Income tax, Employee benefits.

### **UNIT-III**

**(9 Hours)**

**Presentation of Financial Statements:** Outline for the preparation of financial statements - Statement of financial position; Comprehensive income statement; Statement of changes in equity (SOCE), IAS 18 – Revenue. Elements of financial statements as per IFRS – Non-current assets; current assets; equity; non- current liability; current liability; revenue; cost of sales; distribution costs; administrative expenses; financial costs – profits attributable to owners of controlling interest and non-controlling interest.

### **UNIT-IV**

**(9 Hours)**

**Accounts of Groups:** Concept of group – need for consolidated financial statements - Preparation of consolidated financial statements – Procedure for the preparation of consolidated financial position statement – treatment of pre-acquisition profit; goodwill arising on consolidation; on-controlling interests at fair value.

### **UNIT-V**

**(9 Hours)**

**Disclosure Standards:** Related party disclosure, Earnings per share, Interim financial reporting, Insurance contracts, Operating segments.

### **COURSE OUTCOME:**

1. Conversion of final accounts to IFRS, the analysis of published financial statements for at-least 2 types of stakeholders and the Comments for recent developments/exposure draft in IFRS.
2. Preparation of notes to accounts for non-current assets, Assignment on social reporting and Preparation of Consolidated Financial Statement of any two existing companies.
3. Disclosure of change in equity in the annual reports of any two select companies.

### **REFERNCE:**

1. IFRS for India, Dr.A.L.Saini, Snow White Publications
2. Roadmap to IFRS and Indian Accounting Standards by CA Shibarama Tripathy
3. IFRS Explained - A Guide to IFRS by BPP Learning Media
4. IFRS Concepts and Applications by Kamal Garg, Bharath Law House Private Limited.
5. IFRS: A Quick Reference Guide by Robert J Kirk, Elsevier Publications.
6. Abbas A. Mirza, Graham Holt, Liesel Knorr, Wiley IFRS: Practical Implementation Guide and Workbook, 3rd Edition, Wiley Publications.

## BEHAVIOURAL FINANCE

### UNIT I (9 hours)

Behavioural finance – Meaning, Concept, and Definition; Differences between Behavioural finance micro versus Behavioural finance macro; Behavioural finance versus Standard finance; Efficient markets versus irrational markets; Rational economic man versus Behaviourally biased man. A study on the historical trace of behavioural finance.

### UNIT II (9 hours)

Incorporating investor behaviour into the asset allocation process – How do identify behavioural biases with investors? How to apply bias diagnoses when structuring asset allocation? Quantitative guidelines for incorporating behavioural finance in asset allocation.

### UNIT III (9 hours)

Investor biases discussion – Overconfidence bias – Representativeness bias – Anchoring and adjustment bias – Cognitive dissonance bias – Availability Bias – Self attribution bias – Regret aversion bias

### UNIT IV (9 hours)

Investor biases discussion continuation – Illusion of control bias – Conservatism bias – Ambiguity aversion bias – Endowment bias – Self-control bias – Optimism bias – Mental accounting bias – Loss aversion bias – Status quo bias

### UNIT V (9 hours)

Gender, personality type and investor behaviour – Psychographic models used in behavioural finance – MBT Indicator and behavioural bias testing; Investor personality types – recent developments in investor personality types – Diagnostic testing; Neuro economics – the next frontier for explaining investor behaviour.

### REFERENCE:

1. *Michael Schoenhart, 2008, Behavioral finance and market anomalies*, Publisher: VDM Verlag Dr. Muller Atk. & co KG.
2. *William Forbes, 2009(In print), Behavioural Finance*, Wiley Blackwell Publishers
3. *Michael M Pompian, 2006, Behavioural Finance and wealth management*, John Wiley & Sons Publications.
4. The journal of behavioural finance – visit [www.journalofbehavioralfinance.org](http://www.journalofbehavioralfinance.org)

## COMMODITIES AND FINANCIAL DERIVATIVES

### UNIT I (9 hours)

Financial Derivatives – Types – Evolution – Size of Derivative Market – Functions – Where do they trade? - Traders participants – Recent Trends – Factors driving the growth of derivatives market – Exchange trader versus OTC Derivative Markets – Market Index – types – Index construction issues.

### UNIT II (9 hours)

Mechanics of financial futures market – Origins of futures markets – Role and operation of clearing houses – forward contract - Long & Short of financial futures – Concepts pertaining to delivery, margin, leverage and liquidity. Warrants: - Features - gearing effect – valuing warrants - warrants vs options - Problems. Convertibles: Features - valuation of convertibles - Convertible preference shares - problems.

### UNIT III (9 hours)

Options: Rationale of options - Put and Call options - Determining option value – option position and strategies option pricing - Black - Scholes Model - Problems. Futures :- Stock Index futures Portfolio Strategies using futures. Futures on fixed Income securities. Futures on Long term securities - Returns on Futures - Financial futures - Futures versus call options. Synthetic futures - problems.

### UNIT IV (9 hours)

Designing the Hedge Strategy, Setting hedge objectives and Evaluating Interest rate – Determining hedgability, structuring the hedge – Hedge management process. Evaluating and monitoring the hedge position.

### UNIT V (9 hours)

Essence of Futures trading - New Financial Derivatives – Floating Rate Notes – Leveraged buy-outs - Debt Collating - SWAPS – Bond Swaps – Substitution Swaps – Gains from Swaps – International Swaps.

### REFERENCE:

1. *Kevin S*, Commodity and Financial Derivatives
2. *Robert W. Koss*, Understanding Future markets.
3. *Hull, John*, Introduction to Futures & Options.
4. *V.K. Balla*, Investment management.
5. *Somanathan*, “Derivatives”, Tata McGraw Hill

## **C. HUMAN RESOURCE**

### **CROSS CULTURAL AND DIVERSITY MANAGEMENT - Elective - 45 Credits**

#### **COURSE OBJECTIVE**

- 1) To understand basic aspects of culture
- 2) To learn communication strategies to be adopted across culture
- 3) To know cross cultural issues in organisation

#### **UNIT I (9 Hours)**

Culture - Concepts, Characteristics, Elements of culture-Cultural dimensions- Cross cultural teams- Communication decision making – Important Cross Cultural and Diversity Management related to International Management

#### **UNIT II (9 Hours)**

Models of Cross Cultural Management- Cross Cultural training effectiveness- Recruiting , Retaining and promoting culturally different employee

#### **UNIT III (9 Hours)**

Negotiation and conflict in Cross Cultural Management – Employee – Employer relationship and Cross Cultural Management –Cultural Management –Culture and Reward system

#### **UNIT IV (9 Hours)**

Technology and culture in organisation – Cross cultural issues in Business Process Reengineering and Total quality management

#### **UNIT V (9 Hours)**

Managing cultural diversity in global business- Multicultural societies – Leadership Cross Cultural Communication- Culture diversity in the work place

#### **COURSE OUTCOME:**

- 1 Understand cultural implications
- 2 Learn to retain culturally different employees
- 3 Manage cultural issues

#### **REFERENCE:**

1. Dipak Kumar Bhattacharyya, Cross–Cultural Management: Text And Cases, PHI
2. Harvey C P and Allard M J, Understanding and Managing Diversity, PHI
3. Michàlle E. Mor Barak, Managing Diversity, Sage Publications
4. Bhagat R S and Steers R M, Cambridge Handbook of Culture, Organisation and work, Cambridge University Press.
5. Roosevelt Thomas, World Class Diversity Management: A Strategic Approach, Berrett –Koehler Publisher

**COMPENSATION AND REWARD MANAGEMENT- Elective - 45 Credits**

**COURSE OBJECTIVE**

1. To familiarize the students with the dynamics of wage and salary administration and current trends in India.
2. To learn about the Compensation design and to know about the Laws regarding compensation.

**UNIT-I**

**(9 Hours)**

Compensation Management –Compensation as Retention strategy-Compensation for special Groups-Significant Compensation issues-Employee satisfaction and Motivation issues in Compensation design.

**UNIT-II**

**(9 Hours)**

Wage and Salary-Concept of wages and salaries-Theories of wages-Machineries for wage fixation-Statutory provisions governing different-Components of reward system-Components of wages.

**UNIT III**

**(9 Hours)**

Incentive plans: Individual and Group- Incentive plans- productivity gain sharing plans-profit sharing plans –Financial and Non financial incentives.

**UNIT IV**

**(9 Hours)**

Employees benefits – Insurance benefits-Retirement benefits-Employee service benefits-Governing laws –Provident fund Act-Minimum wages Act-Payment of bonus Act.

**UNIT V**

**(9 Hours)**

Current trends in CRM – Strategic reward – Purposed contents and performance- Reward strategies in a knowledge economy- Service based economy-Developing, Communication and Implementing reward strategy.

**COURSE OUTCOME**

1. Develop basic skills in developing, job description, pay structure and performing job analysis.
2. Understand the legal and regulating aspects of Compensation and benefit and to analyze and apply theoretical and practical approaches to various Compensation issues.

**REFERENCE:**

1. Henderson R O, Compensation Management, Englewood Cliffs, Prentice Hall
2. Armstrong M and Murlis H, Reward Management, Kogan Page.
3. Armstrong & Stephens, Employee Reward Management and Practice, Kogan Page
4. Upadhyay D S, Compensation Management Rewarding Performance , Global India Business Publications, New Delhi

**MANAGERIAL COUNSELLING AND NEGOTIATION SKILLS-**

**Elective 45 Credits**

**COURSE OBJECTIVE**

- 1) To promote counseling skills to managers
- 2) To build standardized techniques of counseling
- 3) To provide exposure to the required skills in negotiation

**UNIT I**

**(9 Hours)**

Counselling Skills for Managers – Development of Counselling skills –Counselling features- objectives –types –functions –problems.

**UNIT II**

**(9 Hours)**

Counselling Approaches – Standardised and Non standardised techniques of counseling –Guidance and counseling services – Vocational Guidance and occupational information.

**UNIT III**

**(9 Hours)**

Carrier planning and development- Mentoring, Training and Development – Counselling related fields.

**UNIT IV**

**(9 Hours)**

Special Areas of Counselling, Evaluation of Counselling, Ethics in Counselling- Counselling in the interventions in Organisation

**UNIT V**

**(9 Hours)**

Negotiation skill for Managers –Negotiation process-Effective Negotiation –Negotiation models – Negotiation and collective bargaining –Approaches phases and the emerging scenario – Grievance Management.

**COURSE OUTCOME**

- 1 Promotion of counseling skills for the current scenario
- 2 Provide need –based counseling service
- 3 Practice Negotiation approaches for Grievance handling.

**REFERENCE**

- 1) Richard Nelson-Jones, Basic Counselling Skills: A Helper's Manual, SAGE.
- 2) Singh k, Counselling Skills for Managers, Prentice-Hall.
- 3) Alan F, Negotiation Skills and Strategies, Universities Press
- 4) Stephen Palmer, Gladeana McMahon, Handbook of Counselling, Psychology Press

## **STRATEGIC HUMAN RESOURCE MANAGEMENT-Elective-3 Credits**

### **COURSE OBJECTIVES:**

1. The objective of this course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations and it is designed to provide linkages of business strategy to HR strategies-Policies and Systems
2. Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations and Focuses on the best practices, tools and models to implement an effective HRM system

### **UNIT I**

**(9 Hours)**

Strategic HRM-Concept and Aims of SHRM, Models of SHRM, Strategic HRM: Nest Fit and Best Practice-SHRM and the resource-based view of the firm-strategic role of HR function-Aspects of Alignment between Business Strategies and HR strategies.

### **UNIT II**

**(9 Hours)**

Functional strategic Human Resource Strategies-Employee Resourcing Strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee Retention Strategy.

### **UNIT III**

**(9 Hours)**

Strategic HRM and Strategic Change - Strategic HR Issues and Role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, HR Perspective of Corporate Governance etc.

### **UNIT IV**

**(9 Hours)**

Evaluating and Measuring the Impact of Strategic HRM-Overview and Approaches-Quantitative and Qualitative Criteria-Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc., Strategic contribution of HRM to organizational success-High Performance Work Practices (HPWP).

### **UNIT-V**

**(9 Hours)**

HR Strategy and the Dynamics of industry-based competition-strategic HR issues vis-à-vis Emerging Organizational Forms-Corporate HR Strategy in the Global Economy and other contemporary issues in strategic HRM.

### **COURSE OUTCOME:**

1. Upon completion of this course, the student will be able to Integrate HR with the business strategy and develop competency to enhance employee development
2. Gain rational ability to manage performance strategically and develop competency to implement global HR practices

### **REFERENCES:**

1. Micheal Armstrong and Jaffery Mello, Strategic Human Resource Management – A Guide to Action, Kogan Page and Thompson Publication, New Delhi
2. Dreher G F and Dougherthy T W, Human Resource Strategy, Tata McGraw- Hill
3. Charles Greer, Strategic Human Resource Management, A General Managerial Approach, Pearson Education.
4. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.

**CONTEMPORARY EMPLOYMENT RELATIONS - Elective - 45 Credits**

**COURSE OBJECTIVE**

- 1) To know the nature of Employment Relations
- 2) To learn the future prospects of Employment Relations
- 3) To familiarize the Contemporary issues

**UNIT I**

**(9 Hours)**

Employment Relations – Nature- Concept – Employment relation in a global economy – Work place inequality in employment relation

**UNIT II**

**(9 Hours)**

Factors affecting effective handling of grievance and discipline- Contemporary issues in pay development – Future issues of employment relations- Recent trends in Industrial Relation

**UNIT III**

**(9 Hours)**

Collective bargaining and pay determination –Managing employment relations- Regulating employee employer relationship- Future prospects of employment relations

**UNIT IV**

**(9 Hours)**

Managing employment relations- Managing with Trade union – Role of Trade union in employee employer relationship

**UNIT V**

**(9 Hours)**

Contemporary issues – Employees Engagement- Employee retention – Knowledge management- Employee empowerment

**COURSE OUTCOME**

- 1 Understanding about pay development structure
- 2 Learn about the process of Employee Engagement
- 3 Understand the recent trends in employment and industrial relations

**REFERENCE**

- 1) William Steve and Derek Adam-Smith, Contemporary Employment Relations, Oxford University Press
- 2) Derek Rollinson & Tony Dundon, Understanding Employment Relations. McGraw-Hill Higher Education
- 3) Ratna Sen, Industrial Relations in India: Shifting Paradigm, Macmillan India
- 4) Venkataratnam CS, Industrial Relations, Oxford University Press



## D. MARKETING

### RURAL MARKETING

#### OBJECTIVES:

This regional course is taught to inculcate the knowledge among the students about the potential of rural setting of India and its influence in business especially focusing on marketing problems and strategies.

#### UNIT-I

(6 Hours)

Characteristics of Indian rural market environment – Demographic details – Marketing challenges and opportunities under rural setting

#### UNIT-II

(10 Hours)

Rural buyers – understanding rural buyer behavior – purchase decision making process – Influencing factors – changes in behavioral pattern

#### UNIT-III

(8 Hours)

Rural market segmentation – Targeting – Positioning products in rural market

#### UNIT-IV

(10 Hours)

Marketing mix strategies – pricing methods – Rural market channels – channel management

#### UNIT-V

(11 Hours)

Communication to rural market – Advertising strategy – sales promotion under rural setting – conduct of marketing research in rural markets

At least, one case study and discussions pertaining to the subject in all units

#### OUTCOMES:

Understanding this course will enable the students to know about the rural market set up, their problems in order to frame different strategies to practice successful business in rural market of India.

#### REFERENCES

1. *Sanal Kumar Velayudhan*, Rural Marketing, 2<sup>nd</sup> Edition, SAGE Publications., 2015
2. *Pradeep Kashyap*, Rural Marketing, 3<sup>rd</sup> Edition, Pearson Education, 2016
3. *R. Krishnamoorthy*, Introduction to Rural Marketing, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2014
4. *Krishnamacharyalu and Ramkrishnan*, Rural Marketing – Text and Cases, 2<sup>nd</sup> Edition Pearson Education.,2011
5. *Dinesh Kumar, Punam Gupta*, Rural Marketing – Challenges and Opportunities, 1<sup>st</sup> Edition, SAGE Publications, 2015

## **STRATEGIC MARKETING**

### **OBJECTIVE:**

This course is designed to explain different possible strategies to succeed in the market

### **UNIT I**

**(9 hours)**

Market-Driven Strategy - Business and Marketing Strategies - Market Vision – Structure and Analysis

### **UNIT II**

**(9 hours)**

Segmenting Markets - Environmental Analyses - Vision and Mission Statement - Learning about Markets - Market Targeting and Strategic Positioning - Industry and Competitive Analyses - Relationship Strategies

### **UNIT III**

**(9 hours)**

Market Segmentation Analyses and Positioning - Marketing Goals and Objectives - Planning for New Products - Strategic Brand Management - Product Strategies - Managing Value Chain -Relationships

### **UNIT IV**

**(9 hours)**

Pricing Strategies - Channel Strategies - Promotion - Advertising and Sales Promotion Strategies - Sales Force - Direct Marketing Strategies - Integrated Marketing Communication Strategies

### **UNIT V**

**(9 hours)**

Implementing and Managing Market-Driven Strategies - Marketing Strategy Implementation and Control - Implementation strategies and tactics

### **COURSE OUTCOME**

The students understand the strategic options available in different aspects of marketing and the decision-making techniques for the strategies.

### **REFERENCE:**

1. M J Xavier, Strategic Marketing, Response Books, New Delhi
2. Philip Kotler & Keller, Strategic Marketing, PHI
3. Philip Kotler and Armstrong, Strategic Marketing Planning, PHI

## GREEN MARKETING

### OBJECTIVES:

This societal conscious course has objectives to provide awareness among the students about environmental degradation due to marketing practices and also to provide the alternative marketing strategies to reduce or nullify the environmental degradation and to protect the environment.

### UNIT I

(8 Hours)

Green business overview – Green management – New dimensions of ecology - Environmental marketing - Greenwashing – Green claims – case studies – green environment

### UNIT II

(10 Hours)

Green consumers - Green ideas – Green concepts - sources – feasibility study – Designing Green products – innovation - examples – characteristics of green products – procedure of green product development – Ottman model

### UNIT III

(9 Hours)

Pricing strategies – impact of greening on price – value based pricing – consumption difficulties – government regulations

### UNIT IV

(9 Hours)

Green channel management – features of efficient channel – different modes of green transportation – impacts and benefits

### UNIT V

(9 Hours)

Green communications – communicating sustainability – Green promotional mix – different strategies of green campaigns – Future of green marketing

At least, one case study and discussions pertaining to the subject in all units

### OUTCOMES:

Understanding this course will enable the students to understand the different marketing sources of environmental degradation and to suggest suitable alternative marketing strategies from green product to packaging.

### REFERENCES

1. *Jacquelyn A. Ottman*, Green marketing – Challenges and Opportunities for New Marketing Age, 2<sup>nd</sup> Edition, McGraw – Hill., 2014
2. *Peattie K, Pitman*, Green Marketing, 1<sup>st</sup> Edition, Pitman Publishing., 2014
3. *Robert Dhalstrom*, Green Marketing, 1<sup>st</sup> Edition, Cengage Learning India, 2011
4. *Leishman Paul*, Green Marketing – A Primer, 1<sup>st</sup> Edition, Torque., 2008
5. *AI Iannuzi*, Greener Products – The Making and Marketing of Sustainable Brands, 2<sup>nd</sup> Edition, CRC press., 2018

## RETAIL MARKETING

### OBJECTIVES:

The objective of this course is to make the students understand the different types of retail formats and its evolution. Also to provide knowledge to understand the efficient way of implementing the retail strategies with practical examples

### UNIT I (4 Hours)

Introduction to Retailing – Role – Framework – Relationships – Retail Customer

### UNIT II (8 Hours)

Situation Analysis – Retail Organization – Different Types – Channel Behaviors

### UNIT III (12 Hours)

Retail Market Segmentation – Demographics – Lifestyle – Shopping Attitudes – Retailer Actions – Location Analysis – Factors – Types.

### UNIT IV (10 Hours)

Merchandise management – Philosophy – Buying Organization Formats – Devising Merchandising Plans – Implementing M Plans – Category Management – Logistics – Inventory Management – Atmospherics – Retail Space management.

### UNIT V (11 Hours)

Retail Pricing – Factors – Developing Retail Price Strategy – Consumer Responsiveness To Prices – Retail Promotion Strategy – Types – Image – Retail Audit – Relationships Marketing In Retailing - Retail Administration

At least, one case study and discussions pertaining to the subject in all units

### OUTCOMES:

Understanding this course will enable the students to understand the different retail strategies and can suggest successful strategies for organisations of similar kind

### REFERENCES

1. *Chetan Bajaj, Tuli, Srivastava, Retail Management*, 3<sup>rd</sup> Edition, Oxford University Press., 2014
2. *Lush and Griffith, Dunne, Retailing*, 2<sup>nd</sup> Edition, Thomson Learning., 2009
3. *Diamond and Pintel, Retail Buying*, 1<sup>st</sup> Edition, Pearson Education., 2012
4. *Burman and Evans, Retail Management*, 2<sup>nd</sup> Edition, Prentice Hall India Pvt. Ltd., 2015
5. *Gibson Vedamani, Retail management*, 2<sup>nd</sup> Edition, JAICO publishing house., 2010

## SERVICES MARKETING

### OBJECTIVE:

This course is designed to explain the concept of services and its impact in making the product successful

### UNIT I

(9 hours)

Services Marketing – meaning – nature of services – Types and importance – Relationship marketing – mission, strategy, elements of design, marketing plan market segmentation - Marketing mix decisions: - unique features of developing, pricing, promoting and distributing services – Positioning and differentiations strategies, quality of services industries

### UNIT II

(9 hours)

Gaps Model of service quality – consumer behaviour in services – consumer expectations in services – consumer perceptions in services – understanding customer requirements - CRM

### UNIT III

(9 hours)

Service recovery – service development stages – customer defined standards – Physical evidence – Service scape – Delivery of service – Employee’s role – customer’s role – Intermediaries role

### UNIT IV

(9 hours)

Managing demand – patterns – capacity – Pricing of services - Integrated Services marketing communications – Financial and economic impact of services

### UNIT V

(9 hours)

Marketing of Non-profit Organizations: - Services offered by charities – Educational services – miscellaneous services – Power and Telecommunication - Marketing of Financial services: - Concept – Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and financial intermediary services - Marketing of hospitality: - Perspectives of Tourism, Hotel and Travel services – Airlines, Railway, Passenger and Goods Transport – Leisure services

### COURSE OUTCOME:

The students understand the importance of the services and the different aspects that improve the effectiveness of the services.

### REFERENCES:

1. S.M.Jha, Services Marketing, Himalaya Publishing Company.
2. Cristopher Lovelock, Services Marketing, Prentice Hall.
3. Valarie A Zeitmanl and Mary Jo Bitmer, Services Marketing, Tata Mc Graw Hill.
4. Apte, Services Marketing, Oxford
5. Fitzsimmons, Services Marketing, TATA McGraw Hill

## MARKETING METRICS

### OBJECTIVES:

The objective of this course is to make the students understand the different ways to assess the marketing performance. Also, to provide knowledge to understand the efficient way of implementing the marketing strategies with case studies and practical examples

### UNIT I

(7 Hours)

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

### UNIT II

(8 Hours)

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

### UNIT III

(10 Hours)

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

### UNIT IV

(8 Hours)

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

### UNIT V

(12 Hours)

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

At least, one case study and discussions pertaining to the subject in all units

**OUTCOMES:** Understanding this course will enable the students to understand the different techniques to assess the marketing performance and can suggest successful strategies for organisations of similar kind

### REFERENCE

1. Paul W. Farris, David Reibstein, Phillip E. Pfeifer, Neil Bendle, Marketing Metrics, Wharton School Publishing., 2010
2. David J. Reibstein, Marketing Metrics, Pearson Education (USA)., 2014
3. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, 3<sup>rd</sup> Edition, Prentice Hall.,2008.
4. Lilien, Kotter & Morthy, Marketing Models, 1<sup>st</sup> Edition, Prentice Hall., 2008.
5. Dhvur Grewal and Micheal Levy, Marketing Value Based, 1<sup>st</sup> Edition, Tata Mc Graw Hill., 2008

## **E. PRODUCTION AND LOGISTICS MANAGEMENT**

### **TECHNOLOGY MANAGEMENT**

#### **OBJECTIVE:**

This course is designed to explain the means to choose available technology for the organisation

#### **UNIT I**

**(9 hours)**

Technology – Meaning - Evolution – Growth - Impact. Technology management – Introduction – Concept - Role and significance. Forms of technology - process technology and product technology.

#### **UNIT II**

**(9 hours)**

Competitive advantages-product development(from scientific breakthrough to marketable product). Role of Government in Technology Development. Linkage between technology, development and competition. Managing research and development (R&D). Managing Intellectual Property. Technological Forecasting – Exploratory - Normative (Relevance Tree) - Morphological Analysis - Mission Flow Diagram Technology Monitoring.

#### **UNIT III**

**(9 hours)**

Technology Assessment. Technology Choice. Technological Leadership and Followership. Technology Acquisition. Innovation and creativity. Technology strategy – concept – types - key principles – framework.

#### **UNIT IV**

**(9 hours)**

Technology diffusion and absorption - Rate of Diffusion - Innovation Time - Innovation Cost - Speed of Diffusion. Project management in adoption and implementation of new technologies. Technology Transfer Management - Technology transfer-process. Outsourcing strategic issues - joint ventures - technology sourcing.

#### **UNIT V**

**(9 hours)**

Human Aspects - Integration of People and Technology - Organizational and Psychological Factors - Organizational Structure. Social Issues - Technological Change and Industrial Relations - Technology Assessment and Environmental Impact Analysis.

#### **COURSE OUTCOME:**

The students understand the means to take a decision on effective technology

#### **REFERENCE:**

1. Betz. F., “ Strategic Technology Management”
2. TarekKhalli, “Management of Technology”
3. Schilling, “Strategic Management of Technological Innovation”
4. V K Narayanan, “Managing Technology and Innovation for Competitive Advantage”
5. Burgelman, R.A., M.A. Madique, and S.C. Wheelwright, “Strategic Management of Technology & Innovation”
6. Gaynor, “Handbook Of Technology Management

## WAREHOUSE MANAGEMENT

### OBJECTIVE:

This course outlines the managing principles required for warehouses.

### UNIT I

(9 hours)

Warehouse Management (WM) - Concepts - function. Location selection. Layout design. Warehouse Management Vs Stores Management.

### UNIT II

(9 hours)

Warehousing design – strategies. Store design - strategies. Material handling - System design – Facilities – Equipment, etc. Space management.

### UNIT III

(9 hours)

Materials Management - Inventory Control Models - Inventory policies - Valuation of stock - Ordering quantity – forecast - Safety stock - service level - lead time. Inventory policy under Trade and Volume Discounts. Financial impact of inventory.

### UNIT IV

(9 hours)

Forecasting models. Routing problem. Warehousing Ownership Arrangements. Warehouse Decisions. Warehouse movement types. Strategic Warehousing-Warehousing Operations

### UNIT V

(9 hours)

Warehouse Management current Scenario. Zero Inventory and JIT Philosophy. Contemporary issues in warehouse management.

### COURSE OUTCOME:

The Students understand the types of warehouses and the uses of different warehouses and the decisions to be taken in warehouse management.

### REFERENCE:

1. Wood, D.F. - A Barone, P.Murphy, and D.L. Wardlow,. International Logistics
2. Ronald H. Business Logistics Management
3. Buffa and Sarin Production and Operations Management
4. Chary Production and Operations Management
5. Kluwer Quantitative Models for Supply Chain Management



## VALUE ENGINEERING

### OBJECTIVE:

This course introduces the concept of increasing the value of the existing products to increase the utilisation and thus the profits of the organisation

### UNIT I

(9 hours)

Value Engineering – Definition – Significance – effect of changing Technological – Commercial & Government Environment – General options and cost – Relationship with other operations – Problem recognition and definition – Role of creativity – Criteria for comparison – the element of choice.

### UNIT II

(9 hours)

Meaning and analysis of General concept – esteem and exchange values – anatomy of functions (Basic Vs Secondary Vs Unnecessary functions). Management of Value Engineering – Responsibilities – Organization – Budget – Auditing.

### UNIT III

(9 hours)

Value Engineering Techniques – Selecting products / operations – Timing the VE – Steps in VE – Benefits – Follow Up. Value and Decision – Decision process – theory of decision – Matrix (Linear Programming – Concept of Utility.

### UNIT IV

(9 hours)

Scheduling VE – Gantt chart – PERT and other Network Techniques – Control Charts. Organization – General Organization concept – VE for small plant – Skills for VE.

### UNIT V

(9 hours)

Training for VE- Objectives – Initial programme – Training to Value engineers – Trainers – Cost. VE at Work – Variety reduction – case studies on cost and benefits of VE.

### COURSE OUTCOME:

The students understand the stage at which a product requires value engineering and the methods to implement the value engineering concepts

### REFERENCE:

1. C Flower, “Value analysis in Design”
2. Camarinha, “Matos Reengineering for sustainable Industrial production”
3. W Evershein, “Manufacturing Excellence in Global Markets”
4. John Heap, “Productivity management”

## **CUSTOMS LAWS AND PROCEDURE**

### **OBJECTIVE:**

This course explains the procedures to be followed in logistics.

### **UNIT I**

**(9 hours)**

Principles governing Levy of Customs duty – types of duties – exemption from Customs duty.

### **UNIT II**

**(9 hours)**

Basic principles of classification of goods and valuation of goods.

### **UNIT III**

**(9 hours)**

Provisions governing conveyance, importation and exportation of goods, provisions regarding baggage, goods imported or exported by post and through Courier. Provisions regarding stores, warehousing, transit and transshipment of goods. Prohibitions on import and export. Duty drawback and circumstances.

### **UNIT IV**

**(9 hours)**

Customs Authorities, appointment of Customs ports, Warehousing stations. Adjudication, appellate remedies including settlement Commission and Advance Rulings.

### **UNIT V**

**(9 hours)**

Service Tax Act: Background of Service Tax, charge to Service tax, taxable service, liability to pay service tax and exemption -Services on which tax is payable. Procedure for Registration, filing of returns, payment of Tax, Records maintained by assesses and assessment. Authorities under the Act.

### **COURSE OUTCOME:**

The students understand the procedures and legal implications in logistics decisions

### **REFERENCE:**

1. V.S. Datey: Indirect Taxes – Law and Practice.
2. R.K. Jain: Customs Law Manual and Customs Tariff of India.
3. B.N. Gururaj: Guide to Customs Procedures.
4. Taxmann's: Customs Manual and Customs Tariff.
5. Parthasarathy and Sanjiv Agarwal: A Handbook of Service Tax, Law, practice and procedures.
6. P. Veera Reddy: Guide to Service Tax.

## LEGAL ASPECTS OF SHIPPING

### OBJECTIVE:

This course outlines the legal aspects of shipping that one logistics organisation to follow.

### UNIT I

(9 hours)

Commercial law: Sale of goods, Credit-hire-purchase-lease, Bailment-indemnity-liens, Consumer protection, Agency, Basic principles of Insurance, Law relating to carriage of goods by land, sea and air contracts of affreightment freight, Limitation of the carriers liability, Protection of the rights of the consignor and consignee, Negotiable instruments, Fright and Carriage, Guarantees.

### UNIT II

(9 hours)

Indian Contract Act: Basic principles of agreement, Consent, Valid, void and voidable contract, Discharge of contract, promissory estoppels, quasi contract, Breach of contract and remedies for the same.

### UNIT III

(9 hours)

Scope of maritime law: Sources, Maritime belt, Continental shelf, Exclusive economic zone, Admiralty jurisdiction, International aspects of registration of ship building contracts and mortgage, Nationality of ships, Structure, objects and functions of International Maritime Organization (IMO)

### UNIT IV

(9 hours)

Merchant shipping - Indian merchant shipping Act, 1958, Definitions (section 3), Registration of Indian ships (sections 20-74), Seamen and apprentices (Sections 88-218), Limitation & liability (Sections 352-389) - Indian laws on general aspects of carriage of goods by sea - Hague /Visby Rules - Brief introduction to Charter Party

### UNIT V

(9 hours)

Marine insurance: Definition of marine insurance (section 3), Sea and land risks ( Section 4), Different types of marine insurance and policies (sections 7-52), Loss and settlement of claims (sections 55-87), Specific Relief Act,1963 (Part II & III), Brief introduction to Arbitration and conciliation act, 1996.

### COURSE OUTCOME:

The students understand the legal issues in doing the shipping business that enable them to take effective decisions in shipping business

### REFERENCE:

1. Indian contract Act,1879
2. Merchant Shipping Act, 1958
3. Sale of goods Act, 1930
4. Negotiable Instrument Act,1881
5. Marine Insurance Act, 1963
6. Consumer protection Act , 1986
7. Carriage of good by Sea Act, 1925
8. Specific Relief Act,1963
9. Arbitration and conciliation act, 1996.
10. STCW convention 1978;
11. IMO Hague/Visby Rules, Hamburg rules and Charter parties Scrutton

## F. SYSTEM

### ENTERPRISE RESOURCE PLANNING

#### OBJECTIVE:

This course introduces the concepts of ERP

#### UNIT I

(9 hours)

ERP - Evolution - basic constituents - need for system integration and interface - early packages - benefits - integrated management information system. ERP Vs Traditional Information Systems.

#### UNIT II

(9 hours)

ERP packages – Overview of (PEOPLE SOFT, SAP-R/3, BAAN IV, MFG/PRO, IFS/AVALON, and ORACLE-FINANCIAL) - selection criteria - procurement process.

#### UNIT III

(9 hours)

ERP implementation – process - modules - methodology - post implementation – issues and options - role of consultants, vendors, & users - need for training – customization.

#### UNIT IV

(9 hours)

Survey of Indian ERP Packages (Coverage, performance & cost). Business Process Reengineering - need and challenges – concepts - management concerns about BPR. BPR to build business model for ERP.

#### UNIT V

(9 hours)

Measuring benefits of ERP - ERP Case Studies (HRM, Finance, Production, Product Database, Materials, Sales & Distribution)

#### COURSE OUTCOME:

The students understand the available software that support ERP function to enable them to take a decision on selecting an optimal ERP

#### REFERENCE:

1. Vinod Kumar Garg & N K Venkatakrishna Enterprise Resource Planning - Concepts and Practices
2. S Sadagopan, “Enterprise Resource Planning”
3. Alexis Leon, “Enterprise Resource Planning”
4. Ellen F. Monk and Bret J. Wagner. “Concepts in Enterprise Resource Planning”
5. Pankaj Sharma, “Enterprise Resource Planning”
6. Liaquat Hossian, Jon David Patrick, and Mohammad A. Rashid, “Enterprise Resource Planning: Global Opportunities and Challenges”

## IT ENABLED SERVICES

### OBJECTIVE:

This course outlines the services that utilise the IT for improving the efficiency

### UNIT I

(9 hours)

IT Enabled Services – introduction – External and internal environment – impact of IT. IT enabled change – Business and IT alignment – IT governance and architecture – risks in IT enabled change. Role of senior management – commitment - importance. Ethical issues in ITES.

### UNIT II

(9 hours)

Business improvement – system thinking – gap analysis – importance. Business changes design – integrated change (business design, People design, process design, and programme design). Change implementation – planning – acquiring the solution – deploying – reviewing.

### UNIT III

(9 hours)

E- Governance - E-Marketing. E- HRM. IT enabled services in Legal system. E-Learning. Computerized reservation for – hotels – transport – other services. E-Publishing

### UNIT IV

(9 hours)

E-Banking – ATM – Online transactions. Online Share trading. Medical Transcription. E-Payment. Business Process outsourcing services.

### UNIT V

(9 hours)

Experience of IT enabled services in South Asian Nations. Managing the transition to an IT based economy.

### COURSE OUTCOME:

The students understand the IT requirements of different services and techniques used in selecting the technology for the service

### REFERENCE:

1. SanjivPurba Architectures for e-Business systems
2. Edited by Roxanne E. Burkey and Charles V. Break field. Designing a total data solution: Technology, implementation and deployment
3. A Manager's guide - Ravi Kalakota, Andrew B. Whinston Electronic Commerce
4. Edited by Nikhil Treebhohun Promoting IT enabled services
5. V K Narayanan Managing Technology and Innovation for Competitive Advantage
6. Sharm Manwani IT enabled Business Change – Successful Management

## DECISION SUPPORT SYSTEM

### OBJECTIVE:

This course explains the system components that support each other in taking and implementing the decisions.

### UNIT I

(9 hours)

Information Systems in Management - Roles of Information - System concepts – Organisation as a system – Components of Information Systems. DSS - Introduction - characteristics – anatomy - architecture (Hardware, Software & User Interface for DSS) - decision making process.

### UNIT II

(9 hours)

Model Management - modeling process - static and dynamic models - financial and planning modeling – descriptive – predictive - model base - handling certainty and uncertainty - mathematical programming - optimization – simulation – heuristic - modeling languages-model directory-model base management system-model execution, integration and command processing - model packages.

### UNIT III

(9 hours)

Data Management System: data warehousing – need – components – construction. Data base - sources - warehouse architecture - maintenance of data - data mining. Marketing IS - Manufacturing IS - HRIS - Accounting IS and Financial IS – Transaction Processing Systems- Information Reporting - System - Information for Strategic Advantage.

### UNIT IV

(9 hours)

Group DSS - Technology of GDSS - Decision (Electronic Meeting) Room - GDSS Software - Idea Generation - Negotiation Support Systems. EIS - Characteristics - Executive's Information Needs - Comparing EIS and DSS - EIS Implementation

### UNIT V

(9 hours)

DSS models and software - The decision making process – Structured - Semi Structured and Unstructured problems - What if analysis - Sensitivity analysis - Goal-seeking - Analysis and Optimizing Analysis - Overview of (AI - Neural Networks - Fuzzy Logic Systems - Genetic Algorithms – Expert Systems).

### COURSE OUTCOME:

The students understand the relationship between the components of the system and the means to utilise the information available for making decision

### REFERENCE:

1. Janakiraman V.S. and Sarukesi., “K Decision Support Systems”
2. Lotfi, “Decision Support System and Management”
3. Maraks, “Decision Support System”
4. Efraim Turban and Jay E. Aronson, “Decision Support Systems and Intelligent Systems”
5. Efreem G Mallach, “Decision Support and Data Warehouse Systems”
6. Data Mining & OLAP - Berson Data Warehousing
7. B Ravindranath, “Decision Support System & Data Warehousing”
8. James A O'Brien “Management Information Systems”
9. Effy Oz “Management Information Systems”
10. Kenneth C Laudon and Jane P Laudon “Management Information System”
11. Waman S Jawadekar “Management Information System Text and cases”
12. R.Srinivasan “Strategic Management”

## **RDBMS AND SQL CONCEPTS**

### **OBJECTIVE:**

This course is designed to give an introduction to the concepts of managing and retrieving the data

### **UNIT I**

**(9 hours)**

RDBMS - Introduction - Database and DBMS software- Three Layered Architecture- Advantages and Disadvantages of a Database.

### **UNIT II**

**(9 hours)**

Data Modeling - Object Oriented and Record Based models- E-R Model and E-R diagram (Examples and Exercises) - Hierarchical Model- Network Model - Relational Model.

### **UNIT III**

**(9 hours)**

Normalization techniques - First Normal Form- Second Normal Form - Third Normal Form (Examples and Exercises) E.F.Codd's 12 Rules for a relational Database.

### **UNIT IV**

**(9 hours)**

Database Concepts - Transaction Management- Properties of a Transaction- Commit and Rollback- Concurrency- Locking- Access Control- Data Integrity- Integrity Constraints- Auditing- Backup and Recovery. Data Dictionary - Systems Catalogue- Distributed Database - Distributed Access Introduction to client - Server and ODBC connectivity SQL.

### **UNIT V**

**(9 hours)**

SQL Language - DML Commands - Select- Insert- Update- Delete - retrieving, summarizing- adding. Using Arithmetic, Comparison & logical operators (ORDER BY, GROUP BY and Group Functions). Multi table queries, sub-queries Views; DDL Commands - Table and View Create – Alter - Drop Integrity Constraints.

### **COURSE OUTCOME:**

The students understand the methods to manage and utilise the data through designing an effective database.

### **REFERENCE:**

1. Ramon Mata, et al Introduction to Relational Databases - Christopher Allen, Catherine Creary and Simon Chatwin Schaum's Outline of Fundamentals of Relational Databases
2. Alex Kriegel Discovering SQL : A Hands on Guide for Beginners
3. S. Sumathi, S. Esakkirajan Fundamentals of Relational Database Management Systems
4. Todd E. McKee, Relational Database Management Systems
5. Harloveleem Kaur, Bakhshinder Singh Relational Database Management Systems

## DATA COMMUNICATION AND NETWORKING

### OBJECTIVE:

This course explains the means of transferring the data from the source to the required positions

### UNIT I

(9 hours)

Data Communications – introduction - OSI Reference Model - Multiplexing Basics - Flow Control Basics - Error Checking Basics. LAN – Implementations - Protocols & OSI – Media - Access Methods - Transmission Methods - Topologies - Ethernet / IEEE 802.3 - Token Ring / IEEE 802.5 - FDDI

### UNIT II

(9 hours)

Internetworking Devices - Repeaters - Bridges - Routers - Gateways – Switches - WAN Technologies - Point to Point Link - Circuit Switching - Packet Switching - Virtual Circuits - Dialup Services - WAN Devices - Integrated Services Digital Network (ISDN) (Components and Services)

### UNIT III

(9 hours)

Structured Cabling System - Business Drivers - ANSI /EIA /TIA 568 A Standard - Topology - Media Types (UTP, STP, Optical Fibre) - Installation Practices - Advantages. TCP/ IP - OSI layer and TCP / IP Suite - Suite of protocols - Understanding Addressing - IP Addressing Scheme - Sub netting and Subnet Mask.

### UNIT IV

(9 hours)

WAP - Blue-tooth - Wireless Messaging Application - Network Management - SNMP ( Basic Components - Basic Commands – MIB - Security - Interoperability – RMON. Security Technologies & Attack Methods

### UNIT V

(9 hours)

Asynchronous Transfer Mode (ATM) - Cell Basic Format – Devices. Network Interfaces - Cell Header Format – Services - Virtual Connections - Switching Operation - Reference Model – Addressing. Quality of Service (QOS). Signalling& Connection Establishment. LAN Emulation - LANE - Protocol Architecture - Connection Types – Operation.

### COURSE OUTCOME:

The students understand the sources and destinations of the data and the means to transfer the data.

### REFERENCE:

1. Tomasi, “Introduction to Data Communication And Networking”
2. Aftab Ahmad, “Data communication principles: for fixed and wireless networks”
3. S.A. AmuthaJeevakumari, “Elements of Data Communication and Networks”
4. Peter G. W. Keen, WalidMougayar, Tracy Torregrossa, “The business internet and intranets: a manager's guide to key terms and concepts”
5. George Metes, John Gundry, Paul Bradish “Agile networking:competing through the internet and intranets”
6. Prakash C. Gupta “Data Communication and Computer Networks”
7. James Irvine, David Harle “Data communications and networks: an engineering approach”