

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 2016

**Manonmaniam Sundaranar University**

**Tirunelveli – 627 012**

**Master of Business Administration – Choice Based Credit System – University**

**Department**

**(MBA – CBCS - UD)**

**Program Regulations and Syllabus**

**For those who joined in 2016 – 17 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
- 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:

<b>Semester</b>	<b>Period</b>	<b>Activity</b>
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	Fundamentals of Management and Business 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	Managerial Economics	4	25	75	100	
4	First	Quantitative Methods *	4	25	75	100	
5	First	Accounting for Managers *	4	25	75	100	
6	First	Business Communication	4	25	75	100	
7	Second	Marketing Management	4	25	75	100	
8	Second	Financial Management *	4	25	75	100	
9	Second	Human Resource Management	4	25	75	100	
10	Second	Production and Logistics Management *	4	25	75	100	
11	Second	Management Information System	4	25	75	100	
12	Second	Research Methodology	4	25	75	100	
13	Second	Supportive Course I – <b>Managerial Skill Development</b>	3	25	75	100	
14	Third	Entrepreneurship	4	25	75	100	
15	Third	Operations Research *	4	25	75	100	
16	Third	<b>Elective I</b>	3	25	75	100	
17	Third	<b>Elective II</b>	3	25	75	100	
18	Third	<b>Elective III</b>	3	25	75	100	
19	Third	<b>Summer Project / Internship</b>	5	25	75	100	
20	Third	Supportive Course II – <b>Direct Marketing Skills</b>	3	25	75	100	
21	Fourth	Strategic Management	4	25	75	100	
22	Fourth	International Business Practices	4	25	75	100	
23	Fourth	<b>Elective IV</b>	3	25	75	100	
24	Fourth	<b>Elective V</b>	3	25	75	100	
25	Fourth	<b>Elective VI</b>	3	25	75	100	
26	Fourth	<b>Main Project</b>	5	25	75	100	
<b>TOTAL</b>			98	650	1950	2600	

\* 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:** 40 marks (10 questions \* 4 marks)

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

**Part B:** 35 marks (5 questions \* 7 marks)

**Note: 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 compulsory Tests should be attended by the Student, out of which the average of the Best Two will be calculated)

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

**Assignment / Term Paper / Case Study Submitted by the Students** : 05 marks

**Total :** 25 marks

**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 Reports**, the marks for the **Viva Voce** 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	: 10
2. Introduction	: 05
3. Research Methodology	: 10
4. Review of Literature	: 05
5. Analysis and Interpretations	: 10
6. Managerial Implication of the Project	: 05
7. Identification of further scope for Research	: 05
8. Adherence to Procedure and Schedule	: 15
9. Adherence to Suggestions by the Guide	: 10

**TOTAL 75 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	: 10
2. Introduction	: 05
3. Research Methodology	: 20
4. Review of Literature	: 05
5. Analysis and Interpretations	: 20
6. Managerial Implication of the Project	: 10
7. Identification of further scope for Research	: 05

**TOTAL 75 marks**

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

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

1. Adherence to Report Format	: 10
2. Introduction	: 10
3. Extent of Coverage of the Plant /Various Functional areas	: 20
4. Learning from the Training	: 10
5. Adherence to Procedure and Schedule	: 15
6. Adherence to Suggestions by the Guide	: 10

**TOTAL : 75 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	: 25
2. Introduction	: 10
3. Extent of coverage of the Plant / Various functional areas	: 20
4. Learning from the Training	: 20

**TOTAL : 75 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	: 5
2. Methodology Adopted	: 5
3. Creativity in Presentation / Learning from the Training	: 5
4. Presentation Skills (including use of AV aids)	: 5
5. Answers to Questions	: 5
<b>TOTAL</b>	<b>: 25 marks</b>

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

1. Introduction to the Project / Training	: 5
2. Methodology Adopted	: 5
3. Creativity in Presentation / Learning from the Training	: 5
4. Presentation Skills (including use of AV aids)	: 5
5. Answers to Questions	: 5
<b>TOTAL</b>	<b>: 25 marks</b>

**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 **four** credits each.

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

**II Semester:           Managerial Skill Development**

**III Semester:         Direct Marketing Skills**

The question paper pattern would be as follows:

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

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

<b>A. FINANCE</b>			
CC	III Semester	CC	IV Semester
LMSEFA	International Financial Management	LMSEFF	Commodities and Financial Derivatives
LMSEFB	Financial Services	LMSEFG	Behavioral Finance
LMSEFC	Security Analysis and Portfolio Management	LMSEFH	Strategic Financial Management
LMSEFD	Project Finance	LMSEFI	Entrepreneurial Finance
LMSEFE	Principles of Insurance	LMSEFJ	Mergers and Acquisitions
<b>B. HUMAN RESOURCE</b>			
LMSEHA	Performance Management	LMSEHF	Compensation and Reward Management
LMSEHB	Strategic Human Resource Management	LMSEHG	Managerial Counselling and Negotiation Skills
LMSEHC	Organizational Change and Development	LMSEHH	Training and Development
LMSEHD	Industrial Relations Management	LMSEHI	Contemporary Employment Relations
LMSEHE	Knowledge Management	LMSEHJ	Cross Cultural and Diversity Management
<b>C. MARKETING</b>			
LMSEMA	Integrated Marketing Communication	LMSEMF	Strategic Marketing
LMSEMB	Marketing Research	LMSEMG	Green Marketing
LMSEMC	Social Media Marketing	LMSEMH	Retail Management
LMSEMD	Product and Brand Management	LMSEMI	Services Marketing
LMSEME	Consumer Behaviour	LMSEMJ	Rural Marketing
<b>D. PRODUCTION and LOGISTICS MANAGEMENT</b>			
LMSEPA	Materials and Maintenance Management	LMSEPF	Warehouse Management
LMSEPB	Total Quality Management	LMSEPG	Value Engineering
LMSEPC	Supply Chain and Logistics Management	LMSEPH	Computer Integrated Manufacturing
LMSEPD	Fundamentals of Shipping Business	LMSEPI	Customs Laws and Procedure
LMSEPE	Maritime Economics	LMSEPJ	Legal Aspects of Shipping
<b>E. SYSTEM</b>			
LMSESA	Technology Management	LMSESF	IT Enabled Services
LMSESB	System Analysis and Design	LMSESG	Decision Support System
LMSESC	Database and Information Management System	LMSESH	Enterprise Resource Planning
LMSESD	Internet and Intranet Technology Management	LMSESI	RDBMS and SQL Concepts
LMSESE	Strategic IT Consulting	LMSESJ	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. 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 in duplicate 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 Internal marks (25)

(g) The average of the marks awarded by the Guide as an internal examiner for 75 marks and the External Examiner / a Panel of Examiners as decided by the Department Faculty for 75 marks will be considered as External Marks. (75)

(h) Any candidate who fails to defend his /her project / training report satisfactorily shall have to undergo training / take up a project afresh in the ensuing semester 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.

**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}.**



**Annexure**  
**Detailed Syllabus**  
**I Semester**

**FUNDAMENTALS OF MANAGEMENT AND BUSINESS ETHICS**

**UNIT I**

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**

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**

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**

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**

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

**References**

1. *Harold Koontz, Heinz Weihrich, Essentials of Management,*
2. *Freeman and Gilbert, Management, Stoner, Pearson Education*
3. *Tripathi, Reddy, Principles of Management, TATA McGraw Hill*
4. *J S Chandan, Management: concepts and cases, Vikas Publishing House, Pvt. Ltd.*
5. *Fredrick Hillier, Mark Hillier, Management, TATA McGraw Hill*

## **ORGANIZATIONAL BEHAVIOUR**

### **UNIT I**

Organizational Behaviour (OB) –Definition-nature and scope-contributing disciplines-challenges and opportunities-OB models-Global scenario

### **UNIT II**

Individual level concepts –Learning-Perception- Values – Attitudes – Beliefs - Personality –Motivation

### **UNIT III**

Group Dynamics-formation of groups-decision making; Team effectiveness-Team building; Dynamics of power and politics - influence and persuasion

### **UNIT IV**

Leadership –theories-styles-contemporary issues; Interpersonal communication-Transactional Analysis-Conflict Management - Emotional Intelligence

### **UNIT V**

Organisational Dynamics –Organisational Culture and Socialization–Organisational Change -Organisation Development (OD) interventions  
Case studies related to concepts and application of OB

### **REFERENCE:**

1. *Stephen P.Robins*, “Organisational Behavior”, Prentice Hall of India, N.Delhi
2. *Fred Luthans*, “Organisational Behavior”, McGraw Hill Book Co., N.Delhi
3. *UdaiPareek*, “Understanding Organizational Behaviour”, Oxford University Press,N.Delhi
4. *Arun Kumar &Meenakshi N*, “Organizational Behaviour”, Vikas,N.Delhi
5. *Ivanka Menken*, “Organisational Behaviour and leadership management essentials” , Emereo publishing, 2009

## **MANAGERIAL ECONOMICS**

### **UNIT I**

Introduction to Managerial Economics, Approach to Managerial Decision making through Economics, Concept of firm, Basic Concepts in Economics, Demand and Supply analyses

### **UNIT II**

Production Analysis, Cost concepts and Analysis, Capital Budgeting decisions

### **UNIT III**

Pricing methods and decisions, Pricing in various market structures – Monopoly, Perfect Competition, Monopolistic Competition and Oligopoly Competition

### **UNIT IV**

Overview of Macroeconomics, National Income, Monetary and Fiscal Policies, Inflation, Business cycles, Unemployment

### **UNIT V**

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 METHODS

### UNIT I

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

### UNIT II

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

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

### UNIT IV

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

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.

### 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.

## ACCOUNTING FOR MANAGERS

### UNIT I

Financial Accounting – Definition – Purpose – GAAP – Standards - Rules – Journal – Ledger – Trial Balance – Trading and Profit and Loss account – Balance Sheet – Depreciation methods. Financial Statement Analysis.

### UNIT II

Costing – Purpose – Utility – Elements of Cost Sheet. Cost Determination – Cost accounting systems (Job costing, Process costing). Allocation of Overheads – Absorption costing. Marginal Costing (Applications) – Cost Volume Profit Analysis, Make or Buy Decision.

### UNIT III

Cost Control: Target Costing – Definition – Procedure – Implementation – Advantages. Life cycle Costing – Definition – Implementation. Activity Based Costing – Definition – Procedure – Implementation – Advantages.

Stores Management – Importance – Scope - Stores Accounting - Physical Stock Verification - Surplus – Scrap – Obsolete.

### UNIT IV

Forecasting – Demand Forecasting and Price Forecasting – Methods (Qualitative and Quantitative) – Prerequisites and Pitfalls – Measures of error and correction.

Budgeting and Budgetary Control – Definition – Purpose – Types – Procedure – Advantages. Flexible Budgeting. Zero Base Budgeting.

### UNIT V

Standard Costing and Variance Analysis – Material – Labour – Overhead – Sales – Profit – Analysis and Reporting of Variances, Introduction to IFRS.

### REFERENCE:

1. *M.Y. Khan and P.K.Jain*, “Management Accounting”
2. *M.A. Sahaf*, “Management Accounting – Principles and Practice”
3. *R.S.N.Pillai and Bagavathi*, “Management Accounting”
4. *Narayanaswamy*, “Financial Accounting – a Managerial perspective”
5. *Charles T. Horngren*, “Introduction to Management Accounting”

## **BUSINESS COMMUNICATION**

### **UNIT I**

Principles of communication – Functions - management and communication - communication patterns -barriers to communication – Strategies to overcome barriers

### **UNIT II**

Non-verbal communication –Types – necessity - personal appearance – Different facial expressions - movement- etiquettes – gestures - eye contact –voice - beliefs and customs -attitude

### **UNIT III**

Listening - types and barriers to listening - speaking – planning – target audience awareness – persuasion –Interviews - participating in discussions, debates - and conferences - presentation skills- paralinguistic features -fluency development

### **UNIT IV**

Business letter - principles of business writing- memos -e-mails – agendas - minutes- sales letter - enquiries– quotations - orders- letters of complaint - claims and adjustments- notice and tenders- circulars- letters of application and résumé

### **UNIT V**

Project proposals- characteristics and structure- Project reports – types- characteristics,-structure-Appraisal reports – performance appraisal, product appraisal- Process and mechanics of report writing -abstract - executive summary- recommendations writing- definition of terms - Audio visual aids

### **REFERENCE:**

1. *Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's*, “Basic Business Communication”, 10th ed. Tata McGraw-Hill, New Delhi, 2007
2. *Bovee, Courtland and John V Thill*, “Business Communication Today”, 8th ed. Pearson Education,New Delhi, 2008.
3. *Raman, Meenakhshi, and Prakash Singh*, “Business Communication”, O U P, New Delhi, 2008.
4. *Namita Gopal*, “Business Communication”, New Age International (P) Publishers, New Delhi, 2007.

## II Semester

### MARKETING MANAGEMENT

#### UNIT I

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

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

#### UNIT III

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

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

#### UNIT V

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

#### References

1. *Philip Kotler and Armstrong*, Principles of marketing, PHI
2. *Ramasamy & Namakumari*, Marketing Management, MACMILLAM Business Books
3. *Philip kotler*, Marketing Management, Prentice Hall India, Pvt. Ltd.
4. *Adrian Palmer*, Introduction to Marketing, Oxford university press
5. *Tapan Panda*, Marketing management, Excel Books
6. *Arunkumar and N Meenakshi*, Marketing Management, Vikas Publishing House Pvt. Ltd.,
7. *Micheal R.Czinkota & Masaaki Kotabe*, Marketing Management, Thomson Learning
8. *Boyd Walker*, Marketing Management, McGraw Hill

## **FINANCIAL MANAGEMENT**

### **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

### **UNIT II**

Investment Decisions: Long term Investment Decisions – Capital Rationing, Capital Budgeting Decisions, Capital Budgeting with risk analysis

### **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

### **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

### **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

### **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



## HUMAN RESOURCE MANAGEMENT

### UNIT I

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

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

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

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

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

### REFERENCE:

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)

## **PRODUCTION AND LOGISTICS MANAGEMENT**

### **UNIT I**

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**

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**

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**

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**

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.

### **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. *Nair, N G*, Production and Operations Management
7. *Wood, D.F. - A Barone, P.Murphy, and D.L. Wardlow*, International Logistics

## MANAGEMENT INFORMATION SYSTEM

### UNIT I

Foundations of Information Systems: A framework for business users – Roles of Information systems –System concepts – Organization as a system – Components of Information System – IS Activities – Types of IS.

### UNIT II

MIS applications: Management Reporting Systems (MRS) - Office Information Systems (OIS) –videoconferencing and e-mail -Transaction Processing Systems- Informational Reporting System – IS for Strategic Advantage, IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS.

### UNIT III

DSS and AI: 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. Neural Networks, Fuzzy Logic Systems Genetic Algorithms – Expert Systems - On-Line Analytical Processing (OLAP)/Datamining/Business Intelligence (BI) tools in supporting management decisionmaking. The relationship between datawarehousing and other MIS facilities.

### UNIT IV

Managing Information Technology: Managing Information Resources and technologies – IS architecture and management – Centralized, Decentralized and Distributed – EDI, Supply chain management & Global Information technology Management. MIS and mobile computing, social media -virtual organizations.

### UNIT V

Security and Ethical Challenges: IS controls – facility control and procedural control – Risks to online operations – Denial of service, spoofing – Ethics for IS professional – Societal challenges of Information Technology.

### REFERENCE:

1. *James A O'Brien* “Management Information Systems”, Tata McGraw Hill, Fourth Edition, 1999.
2. *Eiffy Oz*, “Management Information Systems”, Vikas Publishing House, Third Edition, 2002.
3. *Kenneth C Laudon and Jane P Laudon*, “Management Information System”, 9th Edition, PHI, New Delhi, 2006
4. *Waman S Jawadekar*, “Management Information System Text and cases”, Third Editions, Tata McGraw- Hill , 2007
5. *R. Srinivasan*, “Stratergic Management”, IInd edition Prentice Hall of India, New Delhi.
6. *M. Senthil*, “Management Information System”, 2003.
7. *Nitin C. Kamat* , “Management Information System”, Himalaya Publishing House, 2007.

## RESEARCH METHODOLOGY

### UNIT I

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

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

Sampling - principles - design - Selection of a sample – Sample Size determination - Essentials of a good sampling. Methods of sampling - probability and non-probability. Sources of data - primary – secondary. Modes of data collection - analytical method - case study – observation - survey - Interview. Tools of data collection –pre-testing (reliability, Validity, and their importance) – administration (Interview Schedule, Questionnaire, Observation Chart/Sheet, and Scaling techniques).

### UNIT IV

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

### UNIT V

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

### 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 McGraw Hill Publishing Company Ltd. New Delhi
3. *C. R. Kothari and GouravGarg*, Research Methodology – Methods and Techniques, New Age International Publishers.
4. *Bill Taylor, Gautam Sinha, TaposhGhoshal*, Research Methodology – A guide for Researchers in Management & Social Sciences, Prentice Hall India Limited
5. *Paneerselvam R*, Research Methodology, Prentice Hall India Limited
6. *Ranjit Kumar*, Research Methodology, Sage texts

### III Semester

## **ENTREPRENEURSHIP**

### **UNIT I**

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**

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information

### **UNIT III**

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**

Preparing the business plan, marketing plan, financial plan and organisational plan-Project Management

### **Unit V**

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 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 an 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.

### **REFERENCE:**

1. *Robert D Hisrich and Michael P.Peters*, “Entrepreneurship”, Tata McGraw Hill
2. *Roy*, “Entrepreneurship”, Oxford University Press
3. *MadhurimaLall&ShikhaSahai*, “Entrepreneurship”, Excel Books
4. *Raj Shankar*, “Entrepreneurship-Theory and Practice”, Vijay Nicole
5. *PoornimaM.Charantimath*, “Entrepreneurship Development and Small Business Enterprises”, Pearson

## **OPERATIONS RESEARCH**

### **UNIT I**

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**

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

### **UNIT III**

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

### **UNIT IV**

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**

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

### **REFERENCE:**

1. *Handy A. Taha*, “Operations Research – An introduction”
2. *KantiSwarup, Gupta and Man Mohan*, “Operations Research”
3. *DharaniVenkitakrishnan*, “Operations Research”
4. *Dr.J.Sharma*, “Operations Research”
5. *Paneerselvam*, “Operations Research”
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”

## **IV Semester**

### **STRATEGIC MANAGEMENT**

#### **UNIT I**

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

#### **UNIT II**

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**

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**

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

#### **UNIT V**

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

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

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

#### **REFERENCE:**

1. *Nag A*, Strategic Management: Analysis, Implementation & Control, Vikas Publishing house
2. *Rao V.S.P and Harikrishna V*, Strategic Management, Excel Books
3. *AzharKazmi*, Business Policy and Strategic Management, Tata McGraw Hill
4. *Ramasamy V S and Namakumari S*, Strategic Planning-Formulation of corporate strategy,Macmillan India Ltd.
5. *Vipin Gupta,Kamala Gollakota and Srinivasan*, Business Policy and Strategic Management,PHI

## INTERNATIONAL BUSINESS PRACTICES

### UNIT I

History of International business – Reasons for foreign entry - Patterns of International business – Types of FDI – Multinational corporations – market imperfection approach – Approaches on firm based and location specific advantages – Environmental factors – Economic, Financial, Political, Legal, Cultural, Technological

### UNIT II

International business strategy – Internationalization – Management philosophies - Porter's model – Prahalad and Doz's model – International marketing strategy – Introduction to Product, Price (INCOTERMS), Distribution, Promotion in international context

### UNIT III

Technology and MNC – Technological interdependence – Strategy and innovation – Technology accumulation – Home or overseas R&D – Organizational issues – Technological performance – Introduction to international finance – Exchange rate, Changes, forecasting, risk – International cash management, taxation

### UNIT IV

International operations strategy – Procurement – Subcontracting – Plant location decision – plant design and interplant relationships – Staffing policies – Globalization and HRM – International labor strategy – New directions in Organizational structures – Performance evaluation

### UNIT V

International acquisitions – Cultural, legal, political dimensions – conventional perspective of acquisition process – alternative perspective – Acquisitions and business strategy – Successful integration – Problems in acquisition integration – Approaches to integration – Future of multinational - International Co-operation – Determinants of competition – International managers for millennium

### References

1. *James H Taggart, Michael C McDermott*, International Business, Prentice Hall
2. *Alexander Hill*, International Business, Palgrave
3. *Francis Cherunilam*, International Business, Himalaya Publishing House
4. *A Nag*, International Business Strategy, Vikas Publishing House Pvt. Ltd.



### **III Semester Electives**

#### **A. FINANCE**

#### **INTERNATIONAL FINANCIAL MANAGEMENT**

##### **UNIT I**

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**

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**

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

##### **UNIT IV**

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**

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

## **FINANCIAL SERVICES**

### **UNIT I**

Leasing, Types of Leasing, Accounting, 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 II**

Hire Purchase, Determination of EMI, IRR, Flat rates, Floating rates, Diminishing Balance and such others, Factoring, Forfeiting, Investment decisions in accounts receivables, Securitization

### **UNIT III**

Credit rating, Credit rating process, sovereign rating, Venture Capital, Venture Capital Funds, Investment Banking Concepts

### **UNIT IV**

Insurance - Life and General, the concept of Premium, risk and return, Mutual Funds - Organization, Functions, schemes, risk and returns

### **UNIT V**

Startup Capital, Scope in India

### **REFERENCE:**

1. Hand book for SEBI Guidelines - ICSI Publication
2. NABHI'S book on SEBI Guidelines.
3. *Vinod Kothari*, "Strategic Perceptions in Leasing and Hire-Purchase"
4. *M Y Khan*, "Financial Services"
5. *Doing Business 2014*, World Bank Report

## **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

### **UNIT I**

Capital Market – evolution, SEBI, Investment Avenues, Return and Risk, Introduction to phases of Investment Management, Different types of Securities, Short term and Long Term, Securities Market

### **UNIT II**

Introduction to Fundamental and Technical Analyses

### **UNIT III**

CAPM, 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

### **UNIT IV**

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**

Institutional Investors, Foreign Institutional Investors and their role in Indian Capital Market, Global Capital Markets and their impact on Indian Capital Market

### **REFERENCE:**

1. *Donald E. Fischer and Ronald J. Jordan*, Security Analysis and Portfolio Management, PHI
2. *Jack Clark Francis*, Investments Analysis and Management, McGraw Hill
3. *William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey*, Investments, PHI
4. *Prasanna Chandra*, Managing Investments, TMH

## **PROJECT FINANCE**

### **UNIT I**

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

### **UNIT II**

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**

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

### **UNIT IV**

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**

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

### **REFERENCE:**

1. *Prasanna,Chandra* “Projects”
2. *Dennis Lock*, “Project Management”
3. *Brook* , “Production management”

## PRINCIPLES OF INSURANCE

### UNIT I

Legal Principles – The Indian contract act, 1872 – Elements of Contract as applicable to Insurance Contract – Provisions of Indian Stamp Act - Basic Principles of Insurance - Insurable Interest – Nomination and Assignment – Presumption of Insurable Interest – Case Laws – Group Life Policies.

### UNIT II

Utmost good Faith - Material Facts – Duty of Disclosure - Duration of Utmost Good Faith – Warranties & Representations - Void & Voidable Contracts - Section 45 of the Insurance Act 1938 – Fraud – Indisputability of Life Policies & Case Law on the Subject - Proximate Cause – Concept & Application.

### UNIT III

Principle of indemnity – Wagering in Contracts – Modification of the Principle of Indemnity in Life Insurance – Human Life Value Concept – Key-Man Insurance – Group Life Policies - Modification in other Forms of Insurance – Fire, Marine..etc – Corollary Principles of Subrogation & Contribution

### UNIT IV

Classification of Insurance – Life & Non-Life Insurance – Introduction to Life Insurance Products – Elements of Life Insurance – Features of Term Insurance & Endowment Insurance – Types of Life Insurance Policies – Whole Life Policies – Money back Policies – Unit Linked Policies - Annuity & Pension Policies.

### UNIT V

Introduction to General Insurance Policies - Overview of Property - Financial Interest & Liability Insurance - Annual & Short Period Contracts.

### REFERENCE:

1. *Gupta, P K* “Fundamentals of Insurance”, Himalaya Publishing House, Mumbai.
2. *Black, Kenneth and Horord D Shipper.* “Life & Health Insurance” Pearson Education, New Delhi.
3. *Ganguly, Anand.* “Insurance Mangement”, New Age International, New Delhi.
4. *Ray Debraj,* “Development Economics” Oxford University Press

## **B. HUMAN RESOURCE**

### **PERFORMANCE MANAGEMENT**

#### **UNIT I**

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**

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**

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**

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**

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.

#### **REFERENCE:**

1. *Michael Armstrong*, Performance Management- Key Strategies and Practical Guide, Kogan Page.
2. *Seema Sanghi*, The Handbook of Competency Mapping, Response Books
3. *Chadha*, Performance management, Excel Books
4. *Srinivas R. Khandula*, Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
5. *Herman Aguinis*, Performance Management, Pearson Education

## **STRATEGIC HUMAN RESOURCE MANAGEMENT**

### **UNIT I**

Strategic Human Resource Management – Concept and Aims of Strategic Human Resource Management –Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource- Based view of the firm– Strategic role of HR function– Aspects of Alignment between Business Strategies and HR strategies.

### **UNIT II**

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**

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**

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**

Human Resource 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-

### **REFERENCE:**

1. *Michael Armstrong*, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. *Dreher G F and Dougherty 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.

## **ORGANIZATIONAL CHANGE AND DEVELOPMENT**

### **UNIT I**

Introduction to organizational Change: Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

### **UNIT II**

Introduction to Organization Development: Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions & Values. Operational Components of O.D. Diagnostic, Action and Process – Maintenance Components Action Research and O.D.

### **UNIT III**

O.D. Interventions: Individual, Interpersonal, Group, Team Intervention, Third Party & Structural intervention. Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT)

### **UNIT IV**

Implementation and Assessment of O.D Implementation – conditions for failure and success in O.D efforts. Assessment of O.D. and change in Organizational performance The impact of O.D.

### **UNIT V**

Organization Transformation: Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.

### **REFERENCE:**

1. *Bhatia S K*, Management of Change and Organisation Development, Deep and Deep publishers.
2. *Amitab Mehta*, Organisation Development Principles, Process and Performance, Global India Business Publications, New Delhi.
3. *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.



## INDUSTRIAL RELATIONS MANAGEMENT

### UNIT I

Concept of Industrial Relations – Characteristics, Objectives, Significance and Factors of Industrial Relations—Employment and Indian Labour- Indian Industrial Relations System: Labour Policy - Suggestion to improve Industrial Relations in India –Industrial Peace

### UNIT II

Industrial Disputes in India: Meaning–Difference between Industrial Disputes and Industrial conflict –Forms of Industrial Disputes– Impact of Industrial Disputes– Difference between Human Relations and Industrial Relations– Prevention and settlement of industrial disputes-IR Machineries-Labour Welfare

### UNIT III

Worker's Participation in Management: Concept, Origin & Growth of Worker's Participation in Management – Forms of Workers' Participation in India–Effective Workers' Participation in India–Concept of Quality circle –Organisation structure of Quality circle.

### UNIT IV

Employee Discipline: Concept of Discipline – Causes of Indiscipline – Types of Discipline-Approaches to deal with Indiscipline activities: Traditional Approach, Judicial Approach, Humanistic Approach, Hot Stove Approach, HRD Approach– Essential of Good Disciplinary System- Principles for maintenance of discipline – Disciplinary Action. Employee Grievance: Evolution of Standing Orders – Objects of Standing orders – Concept and Causes of Grievances – Sources of Grievance– Grievance Redressal Machinery –Grievance Procedure

### UNIT V

Trade Unionism, Collective Bargaining and Negotiation: Concept, Functions of Trade Unions– Types of Trade Unions-Problems of Trade Unions in India. Collective Bargaining –Concept, Principles– Forms of Collective Bargaining –Theories of Collective Bargaining—Collective bargaining in practice- Negotiation - Effective negotiation, Current trends, issues and practices in Negotiation in Indian Industries.

### REFERENCES:

1. *Mamoria C B, SatishMamoria&Gankar S V*, Dynamics of Industrial Relations, Himalaya Publishing House
2. *RatnaSen*, Industrial Relations in India: Shifting Paradigm, Macmillan
3. *Venkataramnam C S*, Industrial Relations, Oxford University Press
4. *Tripathy P C*, Personnel Management and Industrial Relations, Sultan Chand & Sons
5. *ArunMonappa*, Industrial Relations, Tata McGraw-Hill

## **KNOWLEDGE MANAGEMENT**

### **UNIT I**

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

### **UNIT II**

Strategic Dimensions of KM: Knowledge Management 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**

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

### **UNIT IV**

Tools & Techniques in KM: Knowledge Management Mechanisms & 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**

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

### **REFERENCE:**

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.

## **C. MARKETING**

### **INTEGRATED MARKETING COMMUNICATION**

#### **UNIT I**

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**

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**

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**

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**

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

#### **References**

1. *John.J.Burnett*, Promotion Management, A.I.T.B.S
2. *Duncon*, Integrated Marketing Communications, TMH
3. *Kenneth Blown & Donald Bach*, Integrated Marketing Communications, PHI
4. *Vernon Fryburger*, Advertising – Theory & Practice, A.I.T.B.S.
5. *Bovee & Thill*, Advertising Excellence, Mc Graw Hill International.
6. *George E. Belch & Michael E. Belch*, Advertising and Promotion: An Integrated Marketing Communications Perspective, TMH
7. *Gruning and Hunt*, Practical Public Relations, CBS College Publishing

## MARKETING RESEARCH

### UNIT I

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

### UNIT II

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

### UNIT III

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

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

### UNIT V

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

### References

1. *Rajendra Nargundkar*, Marketing Research, Tata Mc-Graw Hill Education
2. *Harper W Boyd, Ralph Westfall, Stanley F Stasch*, Marketing Research, A.I.T.B.S
3. *GC Beri*, Marketing Research, Tata Mc-Graw Hill Education
4. *Avinash Kapoor, Chinmaya Kulshresta*, Marketing Research, Excel Books

## **SOCIAL MEDIA MARKETING**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

Content Management – Touch point analysis – Scheduling - Creating content - Managing content programs

### **UNIT IV**

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

### **UNIT V**

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

### **References**

1. *Jan Zimmerman*, Social Media Marketing, For Dummies
2. *Dave Evans*, Social Media Marketing- The Next Generation of Business Engagement, Wiley India
3. *Shiv Singh*, Social Media Marketing, For Dummies,

## PRODUCT AND BRAND MANAGEMENT

### UNIT I

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

### UNIT II

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

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

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

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

### References

1. *Donal R. Lehmann, Russel S. Winer*, Product management, PHI
2. *Michael Brooke and William Ronald*, New Product Development, Jaico Books
3. *Keller*, Strategic Brand Management –Pearson Education
4. *Debashish Patil*, Branding Concepts & Process, MacMillan
5. *U C Mathur*, Product and Brand Management, Excel Books
6. *Philip Kotler*, Marketing Management - PHI
7. Pran K Choudhary, Successful Branding, Universities Press India Ltd.
8. Y L R Moorthi, Brand Management, Vikas Publishing House Pvt. Ltd.

## **CONSUMER BEHAVIOUR**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

Organizational buyer Behaviour Modeling and Researching Consumer Behaviour-Consumerism

### **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 Loudoan, Albert J Della Bitta*, Consumer Behaviour, McGraw-Hill
4. *Leon G Schiffman, Leslie Lazar Kanuk*, Consumer Behaviour, Pearson Education

## **D. PRODUCTION and LOGISTICS MANAGEMENT**

### **MATERIALS AND MAINTENANCE MANAGEMENT**

#### **UNIT I**

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: EOQ, ABC, VED, etc., Stock levels.

#### **UNIT II**

Management of stores – location –types – methods of storing – Functions of store keeper - issues and receipts – 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**

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**

Maintenance - Objectives – functions - Types – Strategies – Organization - Five Zero Concept. Failure Data Analysis - Mean Time between Failures (MTBF) - Mean Time to Failure (MTTF), Useful Life (Survival Curves, Repair Time Distribution, Breakdown Time Distribution, Poisson, Normal and Exponential Distribution), Availability of Repairable Systems - Maintainability Prediction - Design for Maintainability. Maintenance Planning - Overhaul and Repair - Meaning – Difference - Optimal Overhaul Repair - Replace Maintenance - Replacement Decisions

#### **UNIT V**

Maintenance Systems - Fixed Time Maintenance - Condition Based Maintenance - Opportunity Maintenance - Design Out Maintenance - Reliability Centered Maintenance(RCM), Total Productivity Maintenance(TPM), Philosophy and Implementation - Signature Analysis (Master Management Information Systems(MMIS), Expert Systems, Concept of Tero technology) - Reengineering Maintenance Process

#### **REFERENCE:**

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



## **TOTAL QUALITY MANAGEMENT**

### **UNIT I**

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**

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**

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

### **UNIT IV**

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**

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.

### **REFERENCE:**

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

## SUPPLY CHAIN & LOGISTICS MANAGEMENT

### UNIT I

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

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 – equipments

### UNIT III

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

Transporting system - Evolution - Infrastructure and Networks - Freight Management - Route Planning – Containerization - Inter-modal Operators and Transport Economies. Transportation model– Initial basic feasible solutions – Optimum solution (only for non – degeneracy) – simple problems – Transshipment model – simple problems – Traveling Sales man – simple problems.

### UNIT V

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

### REFERENCE:

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

## **FUNDAMENTALS OF SHIPPING BUSINESS**

### **UNIT I**

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**

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**

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**

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**

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.

## MARITIME ECONOMICS

### UNIT I

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

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

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

### UNIT IV

Competitive Markets -Tramps / Tankers / Liners -The dry cargo sector and its market characteristics. The cost structure of tramp ships. Breakeven analysis in determining 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 for. Pricing behaviour including price discrimination. The relationship between profit maximisation and optimal utilisation Conferences, alliances and consortia.

### UNIT V

Shipping and International Trade -The 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 effect of fluctuations on shipping. 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.

### 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"

## **E. SYSTEM**

### **TECHNOLOGY MANAGEMENT**

#### **UNIT I**

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

#### **UNIT II**

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**

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

#### **UNIT IV**

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**

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.

#### **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

## **SYSTEMS ANALYSIS AND DESIGN**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

### **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**

### **UNIT I**

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**

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**

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**

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**

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

### **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**

### **UNIT I**

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

### **UNIT II**

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**

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**

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**

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

### **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, WalidMougayar, Tracy Torregrossa* The business internet and intranets: a manager's guide to key terms and concepts



## STRATEGIC IT CONSULTING

### UNIT I

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

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

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

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

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.

### 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

## **IV Semester Electives**

### **A. FINANCE**

#### **COMMODITIES AND FINANCIAL DERIVATIVES**

##### **UNIT I**

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**

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**

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**

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**

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

## **BEHAVIORAL FINANCE**

### **UNIT I**

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**

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**

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

### **UNIT IV**

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**

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)

## **STRATEGIC FINANCIAL MANAGEMENT**

### **UNIT I**

Financial Planning and Forecasting – Use of Financial Models, Simulation and Probabilities in Financial Forecasting.

### **UNIT II**

Quantitative Techniques in Working Capital Management – Working Capital Leverage, Cash Management Models, Miller and Orr Model, Baumal Model

### **UNIT III**

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**

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

### **UNIT V**

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

### **REFERENCE:**

1. *Chandra, Prasanna*, Financial Management, Tata McGraw Hill
2. *Chandra, Prasanna*, Financial Sense, Tata McGraw Hill

## **ENTREPRENEURIAL FINANCE**

### **UNIT I**

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**

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**

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**

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

### **UNIT V**

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, 5<sup>th</sup> Edition.
2. *Janet Kiholm Smith, Richard L. Smith, and Richard T. Bliss* Entrepreneurial Finance: *Strategy, Valuation, and Deal Structure*, Stanford University Press

## MERGERS AND ACQUISITIONS

### UNIT I

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

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

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

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

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

### REFERENCE:

1. *J. Fred Westron , KwongShung& Susan E Hoag, PHI Mergers Restructuring and Corporate Control*
2. *Robert G Eccles&Dwights B. Crane, HBS Doing Deals - Investment Banks at work*

## **B. HUMAN RESOURCE MANAGEMENT**

### **COMPENSATION AND REWARD MANAGEMENT**

#### **UNIT I**

Conceptual and theoretical understanding of economic theory related to Compensation Management (Wage Concepts and Wage Theories). Employees' satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally. Strategic importance of variable day- Determination of Inter and Intra industry compensation differentials.

#### **UNIT II**

Reward Management: Concept, Aims, Components of Reward system– Role of Reward in organisation– Strategic perspectives of Reward–Reward as a motivational tool– Psychological contract–Reward policies Factors determining the rates of Pay–Designing Pay Level, Pay Mix and Pay Structures–Grade and Pay structures: Types, Design and Implementation— Group/Individual Incentive, Designing Incentive Scheme

#### **UNIT III**

Rewarding and Reviewing Contribution and Performance: Individual Contingent Pay– Team Pay – Paying for Organisational performance–Recognition Process–Performance Management and Reward. Components of Executive Compensation package. Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits, administering employee benefits, Tax considerations–Flexible benefits/Cafeteria Plans–Pension Schemes–ESOP—Computations of taxable income, overtime, etc.

#### **UNIT IV**

Managing Reward Processes: Reward Management Roles–Reward Procedures–Controlling reward–Pay reviews–Communicating to employees–Managing the development of reward systems–Future Trends in Reward Management

#### **UNIT V**

Strategic Reward: Concept, Aims–Strategic Reward and Reward Management–Purpose and Contents of Reward Strategy–Strategic Reward and Performance–Reward strategies in a Knowledge economy–Reward Strategies in a Service-based economy–Developing reward strategy–Communicating reward strategy – Implementing reward strategy.

#### **REFERENCES:**

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.
5. *Martocchio Joseph J*, Strategic Compensation-A Human Resource Management Approach, Pearson

## **MANAGERIAL COUNSELLING AND NEGOTIATION SKILLS**

### **UNIT I**

Managers as Counsellors–Specific Role of HR managers incounselling–The Helping Relationship and the Helping Process– Helpers and Clients as diverse persons.

### **UNIT II**

Development of Counselling Skill–Internal Frame of Reference–Attention and Interest–Managing resistance and making referrals–Active listening–Problem-solving–Coaching, demonstrating and rehearsing.

### **UNIT III**

Important issues in managerial counseling–Multi-cultural and gender issues–Ethical issues– Specific counselling issues for HR managers.

### **UNIT IV**

Significance of Negotiation skills for Managers– interpersonal skills–Understanding the Imperatives for negotiation– basic theoretical principles– Planning for effective negotiations– Negotiation Process .

### **UNIT V**

Negotiating integrative agreements—HR Manager as Negotiator –Background to Negotiation– Development of Negotiation Skill—Phases of Negotiation and the Role of HR Managers–Skills and Requirements of Negotiation — Current trends, issues and practices in Negotiation in Indian Industries.

### **REFERENCES:**

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



## TRAINING AND DEVELOPMENT

### UNIT I

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

Training Needs Analysis(TNA): The Process and Approaches of TNA, Organizational Analysis, Requirements 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

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

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

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.

### REFERENCES:

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

## CONTEMPORARY EMPLOYMENT RELATIONS

### UNIT I

Employment Relations: Concept, Alternative conceptions, the industrial relations perspective- as a field of study, the parties, processes, outcomes-Integrating the parties and contexts in employment relations-The changing nature of employment-Employment relations in a global economy- Multinational companies and Union responses- Workplace inequality and employment relations-Workforce diversity.

### UNIT II

Interpersonal processes in Employment relations- Factors affecting the effective handling of discipline and grievance-Representation at work-Representation Gap- Contemporary developments in pay and working time-Employee Involvement-Redundancy and Insecurity- The intensification of work-The employment relations climate and its implications.

### UNIT III

Organisational Processes in Employment Relations- Employee Voice-Collective bargaining and pay determination, negotiation, conflict and protest in employment relations.

### UNIT IV

Managing employment relations: Managing with trade unions, HRM and ER, Managing ERs in the non-unionized environment. Regulating the employment relationship- Experiencing and contesting the employment relationship- Future prospects of employment relationship

### UNIT V

Other contemporary issues- Employee Empowerment-Employee engagement- Talent Management- Knowledge Management- Knowledge Workers and Knowledge Organisations -Psychological Contract-Employee Wellbeing-Recent trends in IR, Trade Unionism and Collective bargaining.

### REFERENCES:

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. *Venkataraman CS*, Industrial Relations, Oxford University Press

## **CROSS CULTURAL AND DIVERSITY MANAGEMENT**

### **UNIT I**

Concept of Culture– Culture and Organisational Life — Cultural Understanding–Cross-Cultural Differences and Managerial Implications–Hofstede’s Study–Cultural environment–Exploring the cultural frameworks –Important cross-cultural and diversity issues relating to International Management– Cross-cultural Competencies for Global Manager

### **UNIT II**

Recruiting, Retaining and Promoting Culturally Different Employees– Recruitment and selection issues vis-à-vis cultural context– Understanding the intercultural communication and interaction process–Performance management, employee development vis-à-vis cross-cultural perspective– Culture and reward systems–Culture, Retention and Promotion.

### **UNIT III**

Culture vis-à-vis Organisational Issues– Technology and Culture in Organisations– Cultural issues in Merger and Acquisitions–Global Culture and Organisational processes– Cross-cultural issues in Business Process Reengineering, Total Quality Management, etc.

### **UNIT IV**

Types of international employees and special categories of employees in International context–Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges

### **UNIT V**

Understanding and Managing Diversity in Indian and Global Context– Individual, Social Identity and Organisational Diversity–Diversity and Organisational culture–Diversity and Gender– Contemporary Issues in Workplace Diversity.

### **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

## **C. MARKETING**

### **STRATEGIC MARKETING**

#### **UNIT I**

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

#### **UNIT II**

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

#### **UNIT III**

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

#### **UNIT IV**

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

#### **UNIT V**

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

#### **References**

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**

### **UNIT I**

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

### **UNIT II**

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**

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

### **UNIT IV**

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

### **UNIT V**

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

### **References**

1. *Jacquelyn A. Ottman*, Green marketing, McGraw – Hill
2. *Peattie K, Pitman*, Green Marketing, Pitman Publishing

## **RETAIL MANAGEMENT**

### **UNIT I**

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

### **UNIT II**

Situation Analysis – Retail Organization – Different Types – Channel Behaviors

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

### **References**

1. *Chetan Bajaj, Tuli, Srivastava*, Retail Management, Oxford University Press
2. *Lush and Griffith, Dunne*, Retailing, Thomson Learning
3. *Diamond and Pintel*, Retail Buying, Pearson Education
4. *Burman and Evans*, Retail Management, Prentice Hall India Pvt. Ltd.
5. *Gibson Vedamani*, Retail management, Prentice Hall India Pvt Ltd.
6. *Newman and Cullen*, Retailing, Cengage Learning
7. *D.P. Sharma*, E-retailing, Himalaya Publishing House
8. *Abhijit Das*, Mall Management, Taxmann publications.

## SERVICES MARKETING

### UNIT I

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

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

### UNIT III

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

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

### UNIT V

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

### 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

## **RURAL MARKETING**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

Rural market segmentation – Targeting – Positioning products in rural market

### **UNIT IV**

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

### **UNIT V**

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

### **References**

1. *T P Gopalsamy*, Rural Marketing Environment, Problem and Strategies -, Vikas Publishing House, Pvt. Ltd.
2. *Dogra and Ghuman*, Rural Marketing TATA McGraw Hill
3. *U C Mathu*, Rural Marketing, Excel Books
4. *Krishnamacharyalu and Ramkrishnan*, Rural Marketing, Pearson Education
5. *Sukhpal Singh*, Rural Marketing, Vikas Publishing House, Pvt. Ltd.



**D. PRODUCTION AND LOGISTICS MANAGEMENT**

**WAREHOUSE MANAGEMENT**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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**

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

**UNIT V**

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

### UNIT I

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

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

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

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

### UNIT V

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.

### 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”

## **COMPUTER INTEGRATED MANUFACTURING**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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**

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**

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

### **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”

## **CUSTOMS LAWS AND PROCEDURE**

### **UNIT I**

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

### **UNIT II**

Basic principles of classification of goods and valuation of goods.

### **UNIT III**

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**

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

### **UNIT V**

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.

### **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**

### **UNIT I**

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, Freight and Carriage, Guarantees.

### **UNIT II**

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**

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 Organisation (IMO)

### **UNIT IV**

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**

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.

### **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

## **E. SYSTEMS**

### **IT ENABLED SERVICES**

#### **UNIT I**

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**

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**

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**

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

#### **UNIT V**

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

#### **REFERENCE:**

1. *SanjivPurba* Architectures for e-Business systems
2. Edited by *Roxanne E. Burkey and Charles V. Breakfield*. 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. *SharmManwani* IT enabled Business Change – Successful Management

## DECISION SUPPORT SYSTEM

### UNIT I

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

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

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

### UNIT IV

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

### UNIT V

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).

### 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. *Efrem 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”

## ENTERPRISE RESOURCE PLANNING

### UNIT I

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

### UNIT II

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

### UNIT III

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

### UNIT IV

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

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

### REFERENCE:

1. Concepts and Practices - Vinod Kumar Garg & N K Venkatakrishna Enterprise Resource Planning
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 Hossain, Jon David Patrick, and Mohammad A. Rashid*, “Enterprise Resource Planning: Global Opportunities and Challenges”



## **RDBMS AND SQL CONCEPTS**

### **UNIT I**

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

### **UNIT II**

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**

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**

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**

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.

### **REFERENCE:**

1. *Ramon Mata, et al* Introduction to Relational Databases - *Christober 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

### UNIT I

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

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

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

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

### UNIT V

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.

### 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”

**II Semester**

**SUPPORTIVE COURSE**

**MANAGERIAL SKILL DEVELOPMENT**

**UNIT I**

Introduction to Basic Managerial skills, Classification of skills like Intra personal and Interpersonal skills – Balancing Work and Life, Managing Time and Managing Change.

**UNIT II**

Thinking Creatively, Communicating Clearly and Making Presentations

**UNIT III**

Selling Successfully, Marketing Effectively, Influencing People

**UNIT IV**

Delegating, Managing People, Motivating People

**UNIT V**

Managing Teams, Effective Leadership and Achieving Excellence

**REFERENCE:**

1. *McGrath SJ, EH*, Basic Managerial Skills, Prentice Hall India
2. *Rajasekaran B*, Winner's Mantra,
3. The Winner's Manual – The Essential and Life and Work Skills, DK Publishers

**III Semester**

**SUPPORTIVE COURSE**

**DIRECT MARKETING SKILLS**

**UNIT I**

Introduction - Direct Marketing – Objectives - structure - Role - Sales strategies – Future of Direct Marketing.

**UNIT II**

Managing Sales force – Recruitment – Selection – Motivation – Training and Control - evaluation

**UNIT III**

Sales Responsibilities – Personal Selling skills – steps in selling process – Prospecting – Pre approach – Approach – Presentation – Handling Objections – Closing – Follow up.

**UNIT IV**

Sales Information System - Sales force automation – Using customer data - Data Warehousing and data mining – Database marketing – Tele marketing – E- Commerce.

**UNIT V**

Customer Relationship Management – Relationship selling – Social responsibility - Ethical Issues.

**REFERENCE:**

1. *William J. McDonald*, “Direct Marketing”, McGraw Hill
2. *Cundiff, Still & Govani*, “Sales Management”, PHI / Pearson
3. *Kotler & Armstrong*, “Principles of Marketing”, PHI Learning